

Management

METHODS

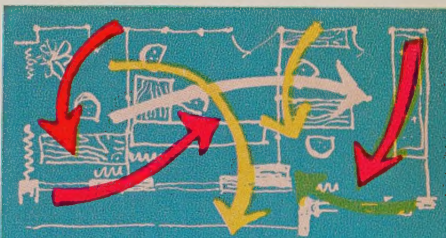
JUNE 1959

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS

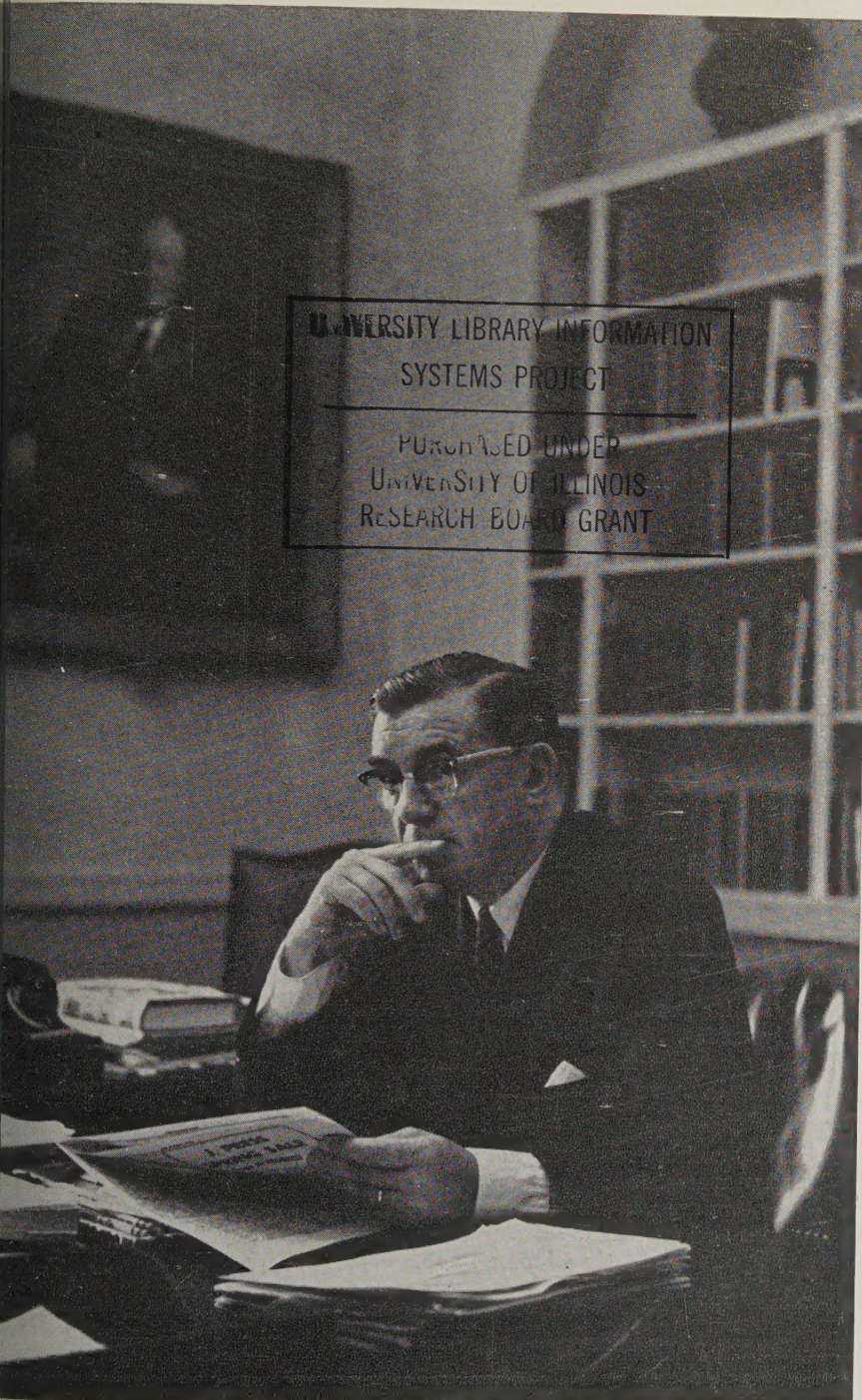


GET ATTENTION
WITH YOUR
NEWS
RELEASE

How to get all the
FACTS
facts about the
FACTS
people you hire!



OFFICE SPACE
CHANGES CAN
BE PAINLESS



Dean Stanley F. Teele of the Harvard Business School

BUSINESS SCHOOL DEANS TELL YOU HOW TO

recruit and hold good managers

SEE COMPLETE
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PAGE 3

NEW
ROYAL
construction
concept
gives
you...

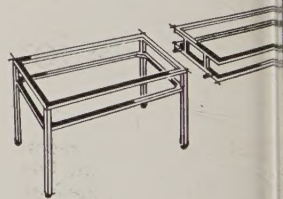


CUSTOM ARRANGEMENTS WITH MODULAR FURNITURE UNITS

This new Royal VISCOUNT Modular Furniture is superbly functional. It's timelessly styled, meticulously made . . . and designed for infinitely variable arrangements as modular groupings and free-standing occasional pieces. Each unit is complete in itself . . . no complicated parts to order and assemble jigsaw-fashion.

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ROYAL METAL MANUFACTURING COMPANY
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Secretary-Treasurer
Sterling Factors Corporation

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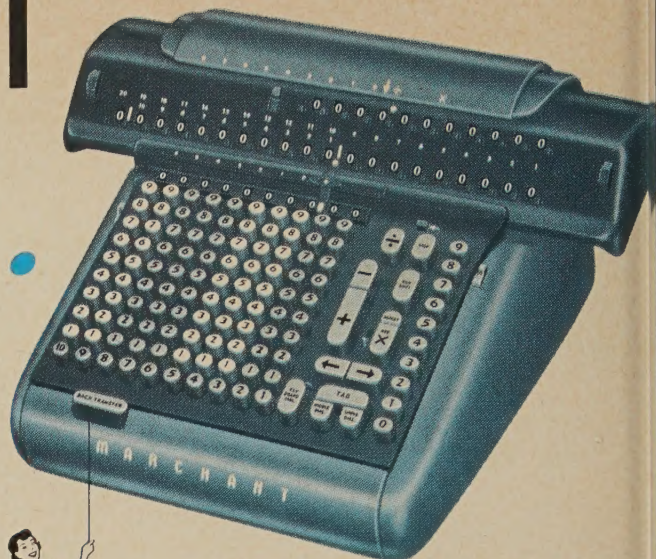
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NAME _____

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JUNE 1959

Management

METHODS

Volume 16

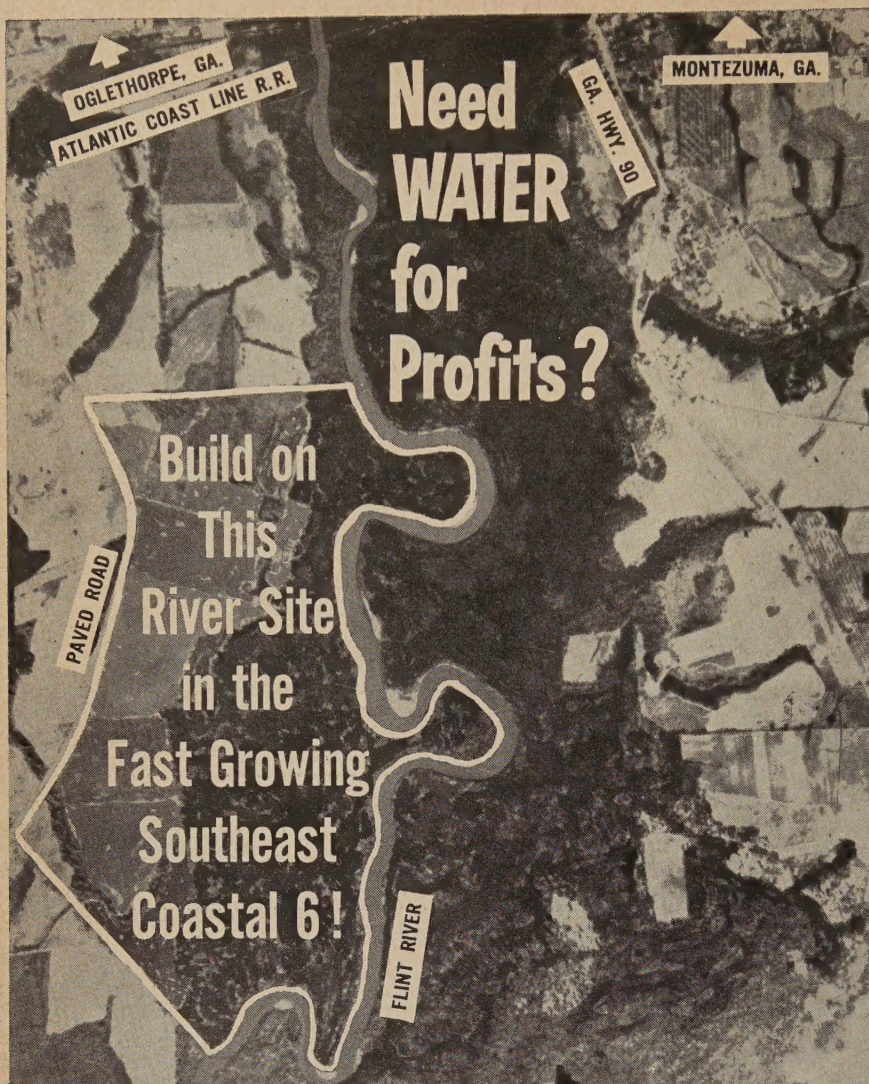
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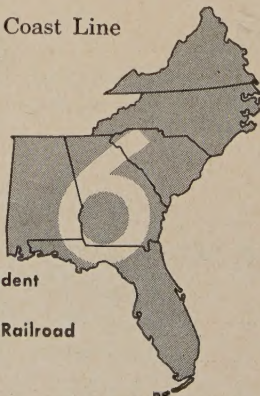
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R. P. JOBB
Assistant Vice-President
Department M-69
Atlantic Coast Line Railroad
Wilmington, N. C.

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(Circle number 103 for more information)

Management

METHODS

Volume 16

Number 1

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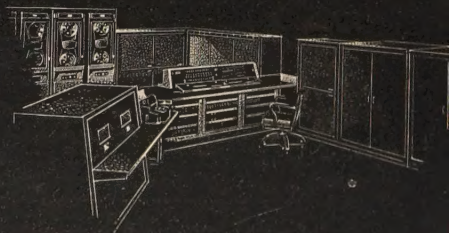
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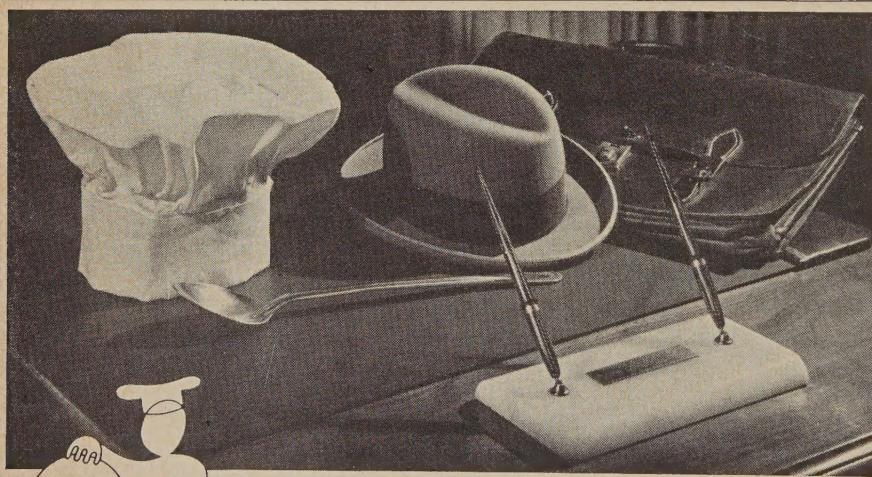
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(Circle number 156 for more information)



Letters

Pricing for profit

SIR: "How to Price for Maximum Profits" by Jules E. Anderson [MM, Nov. '58] was extremely well written. It succeeded in helping me better understand the margin of profit concept.

If convenient, could you furnish a list of suggested material or books for further reading and study? I am especially interested in studying the problem of proportional allocation of fixed costs to individual products in a multi-product line where individual product "costs" cover a huge range.

Thanks again for a very helpful article.

PHILIP GARNICK
GENERAL SALES MANAGER
SIGMA INSTRUMENTS, INC.
SOUTH BRAINTREE, MASS.

■ We have had an unprecedented number of inquiries about the margin of profit concept from companies, both large and small, throughout the United States.

The profit margin formula is explained in Small Business Administration Management Aid No. 100, dated February 1959 entitled "Pricing Arithmetic for Small Business Managers." This article was written by my associate, Earl Gassenheimer, and myself. The folder also lists additional literature on the subject. A free copy may be had by writing to the authors at the Empire State Building in New York, or by writing directly to the Small Business Administration, either in Washington 25, D. C. or your local field office.

If you read my article carefully, it will try to establish that at no time are fixed costs ever allocated to a product. If this is not absolutely clear, the profit margin cannot be used.

Evidently, there is a growing concern among businessmen over the possibility that they may be operating



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Why do small buildings need the world's largest janitorial service? To get the same care and attention the Giant Janitor gives *details* on the world's biggest buildings—the same supervision of expertly trained men and women, the same efficient materials and equipment. In short, a better job at substantial savings. In nearly half a century, American Building Maintenance Co. has compiled the greatest experience in its field. We'd like to share this knowledge with you, give you the world's biggest helping hand... at no obligation whatsoever.

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WEST VIRGINIA is a giant among the coal producing states with an almost unlimited supply yet to be mined. You will find ideal plant sites close to mine mouth. Modern mechanized methods make coal a most economical fuel.



There are more than 350 miles of navigable streams in WEST VIRGINIA. Important tributaries of two great river systems rise in the state, plus water from prolific shallow wells suitable for many industrial uses.

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Confidential information is available to companies interested in investigating WEST VIRGINIA'S industrial opportunities . . . write or phone . . . Don Crislip, Executive Director, West Virginia Industrial and Publicity Commission, State Capitol, Room MM-2, Charleston 5, West Virginia.

The Businessman's State



(Circle number 159 for more information)

with inadequate cost data, leading to incorrect management decisions and resultant loss of profits. This concern is causing executives in all management areas—marketing and production, as well as finance—to take a fresh look at their costing methods and pricing policies.

JULES E. ANDERSON
ANDERSON & GASSENHEIMER
NEW YORK

Neurotic sales resistance

SIR: I read Ted Pollack's article "How to use seven secrets of persuasion" [MM, Apr. '59] with much enthusiasm.

The article states, "And who is the prospect with the greatest sales resistance? The nervous, neurotic, habitually suspicious person."

The article doesn't tell how to sell to this type. Am I to assume there hasn't been a method of persuasion developed for this type of person by the Yale social scientists? If there is, I would very much appreciate hearing from them.

RELLA W. HAWKINS
WEBSTER GROVE, MO.

■ Alas, your assumption is correct. The Yale social scientists, like people from Missouri, would very much like to be shown how to deal with neurotic prospects too. So far, though, all they've been able to come up with is a description of the type. The prescription, one hopes, will follow in time.

I'm not at all sure I'd like them to solve that one too soon. I'm a bit high-strung myself.

A promise, however: if and when the answer to your question emerges from Yale—or even Harvard—I, a Columbia man, will report it.

TED POLLACK
BROOKLYN, N. Y.

For more on how to sell a prospect, by Ted Pollack, see page 42.

MM—training manual

SIR: Despite progress in management methods made by a handful of leading companies over the last 20 years, ignorance of modern techniques is still widespread. We have found again and again that management personnel using such terms as "standard costs," "production planning" and "job evaluation" have no real idea what these titles signify.

Your magazine is doing an important job in explaining the effectiveness of engineering methods, and we shall continue to suggest your publication as a most effective management training manual for our clients' personnel.

ANTHONY B. CASSEDY
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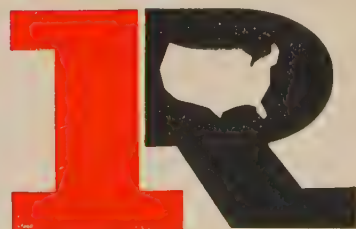
There are other big benefits for you, too:

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(Circle number 146 for more information)

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▼
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The samples show effective use of colored stock and inks, as well as unusual and attention-getting letterhead designs.

For your free letterhead kit, circle number 264 on the Reader Service Card.

▼
Guide for travel abroad

"What to Know Before You Go" provides 48 pages of helpful hints on travel in Europe.

Chapters give practical tips on documents required, what to take, how to pack, how to convert currency, weather to expect, how to estimate travel costs, and customs regulations.

The guide suggests do's and don'ts on dining and sightseeing. Shopping hints include a chart of size designations used in England and on the Continent.

For your free copy of this pocket-size travel guide published by Trans World Airlines, circle number 265 on the Reader Service Card.

▼
Easy tool to measure lighting

Here's a practical, easy-to-use device to evaluate your lighting efficiency. With this simple tester, designed by Smithcraft Lighting Co., you can make as many as eight tests of lighting in a matter of minutes.

No charts, graphs or complicated instructions are involved with use of this device. You simply slide a light sensitive tab in the envelope device. When

the color of the tab matches the envelope in one minute, lighting is excellent. If it takes two minutes to match, light is good—three minutes, fair. If it takes four minutes you had better do something about your lighting system.

For your free pocket-size Lighttester, just circle number 263 on the Reader Service Card.

▼
How to use labels

"Ideas in Action" is a 48-page booklet filled with case histories of effective use of labels and stickers.

Hundreds of labels are reproduced in full color with an explanation of the specific job for which each was designed.

For your free copy of this booklet published by Allen Hollander Co., Inc., just circle number 258 on the Reader Service Card.

▼
Reciprocal chart

Addo-X, Inc. offers a practical, easy-to-use chart that lists reciprocals of all whole three-digit numbers from 101 to 999 giving nine decimals.

The chart is a convenient help when using the company's automatic multipliers for division.

For a free reciprocal chart, circle number 262 on the Reader Service Card.

▼
How to use color effectively

Scientific use of color is treated in a practical data kit prepared by Colorizer Associates.

Proper use of color, the material points out, can increase efficiency, safety, comfort and morale. Specific

colors are recommended for various areas such as drafting rooms, stairwells, inspection sections, wash rooms, cafeterias and exteriors.

Samples of 36 paint colors are included with reflectance percentage given for each.

For your free copy of "Making Color Work For You," circle number 261 on the Reader Service Card.

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Alaskan market opportunities

Alaska as a market is comprehensively covered in a 39-page report compiled by J. Walter Thompson Co.

Data given includes distribution of population by city, market size, age and occupation. Also discussed are topography, climate, mineral and other resources, power, transportation and communications facilities of the 49th state.

For a free copy of the detailed study of this \$310 million market, circle number 260 on the Reader Service Card.

▼
Functional office furniture

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A special modular section shows the many ways this flexible furniture can be used to solve special space, personnel and work center problems.

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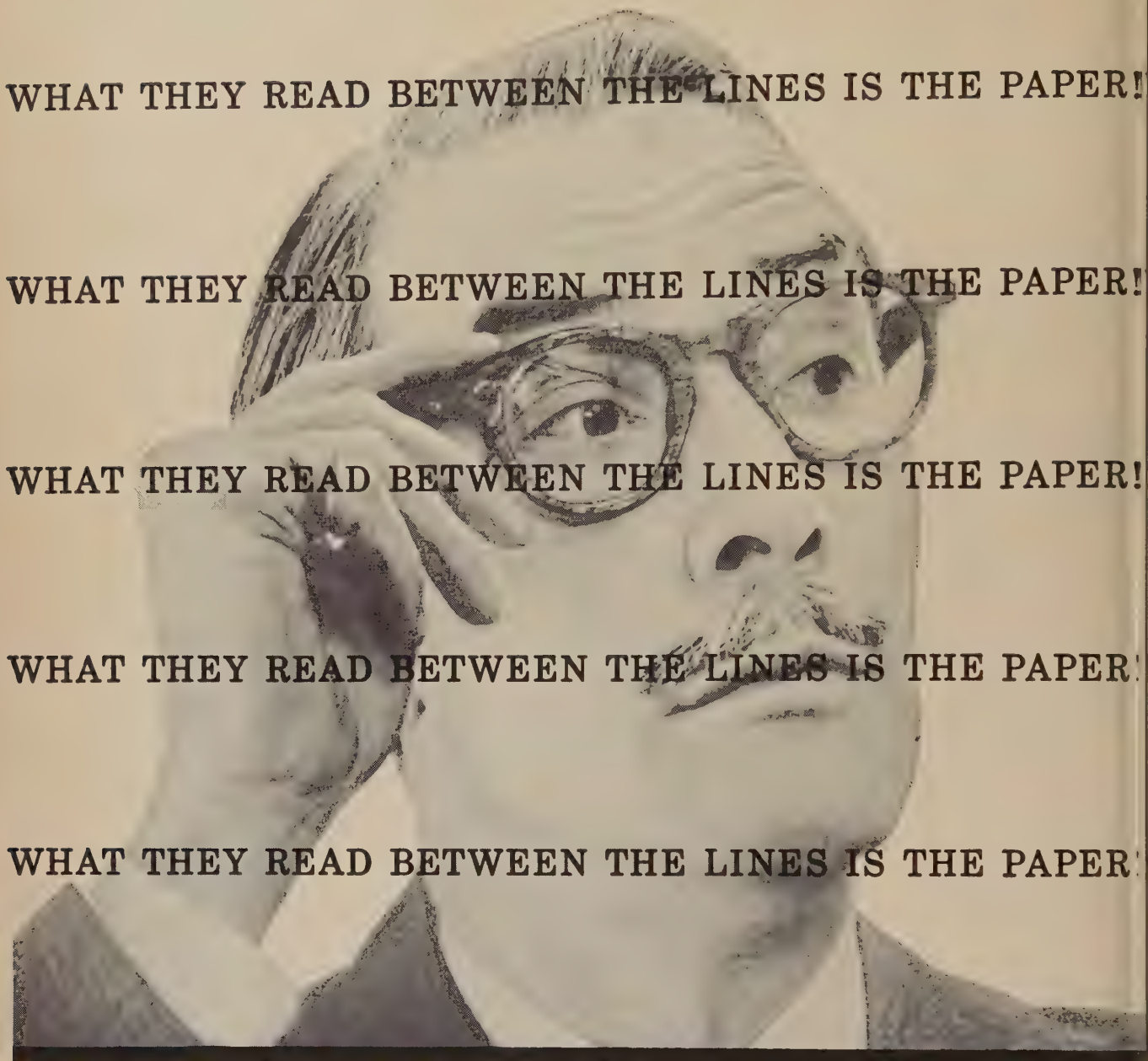
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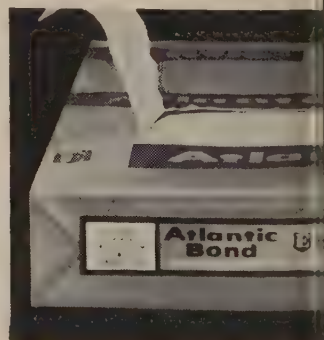


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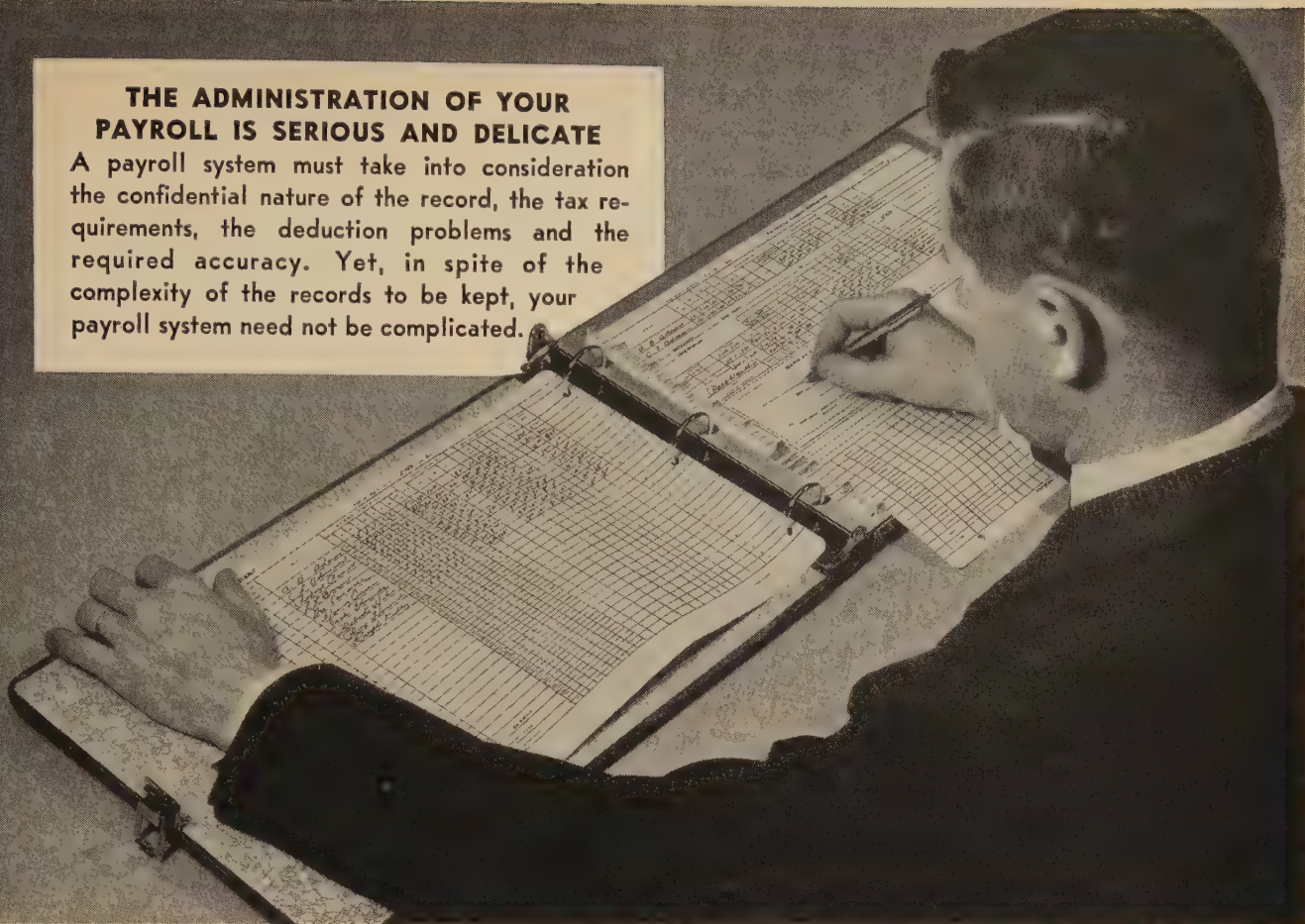
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(Circle number 150 for more information)

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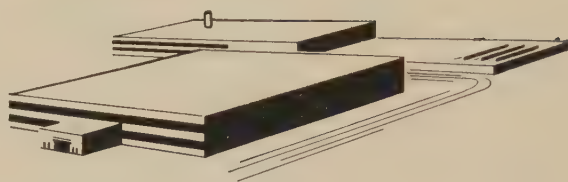
COMPANY _____

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CITY _____

STATE _____

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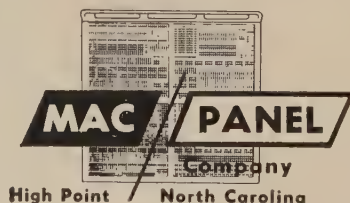


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Tax Quiz

Recent court cases compiled by Benjamin Newman, Tax Attorney, Koenig and Bachner, New York.

THE QUESTIONS

Can a corporation deduct pre-incorporation expenses as ordinary and necessary business expenses? Secondly, can it deduct interest on loans that were greatly in excess of its stated capital?

The facts—A man was sole proprietor of an import business. It was later incorporated. He became the only stockholder. The corporation paid him \$11,000 for his services and expenses prior to incorporation.

The corporation's stated capital stock was \$1,000. The corporation also had \$72,000 which the stockholder had loaned it. The interest on the loan and the \$11,000 paid for the stockholder's previous services and expenses were claimed as deductions on the corporation's income tax return. The Commissioner of Internal Revenue challenged both deductions.

The ruling—The Tax Court disallowed the deductions.

It said the company could not deduct the \$11,000 compensation payments as ordinary and necessary business expenses because the services and expenses occurred before the corporation legally existed.

The court also ruled that the interest on the stockholder's loan could not be deducted because the loan was not valid, according to the tax law, even though it was carried as a loan on the company's books. The court held that the enormous disparity between the "loan" and the small capital stock of \$1,000 clearly showed that the "loan" was actually equity capital.

U.S. Atlantic Co. vs. Commissioner of Internal Revenue; U.S. Tax Court, decided Sept. 30, 1958.

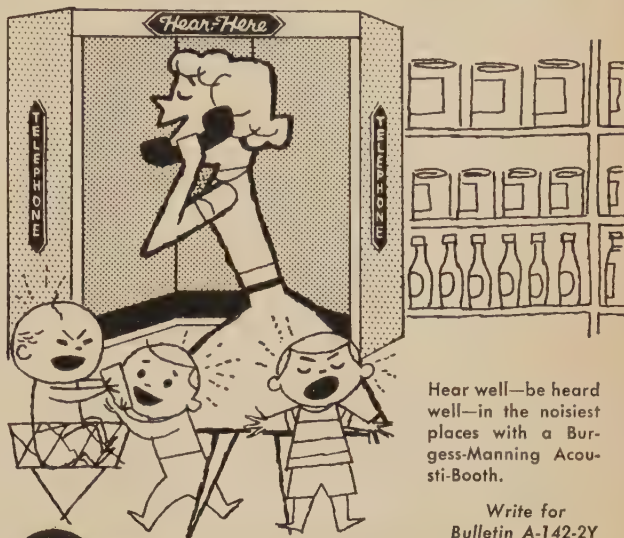
THE QUESTION

A taxpayer subleases property. Is the income from the subleased property taxable at ordinary income tax rates or at capital gains rates?

The facts—When he leased some unimproved property, taxpayer was permitted to sublease without the lessor's consent. He was responsible at all times for the monthly rent of \$300. Later taxpayer constructed a gasoline station on the property. Three years later,

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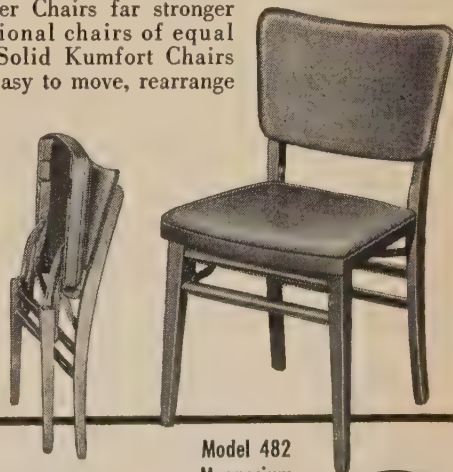
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(Circle number 168 for more information)

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(Circle number 160 for more information)

he subleased the station to his brother for a five-year period at \$300 per month. At that time, the brother also entered into a "goodwill" agreement which called for the additional payment of \$21,000 at the rate of \$350 a month for five years, making a total of \$650 per month. Then the sublessee brother assigned both the sublease and goodwill agreement to another party. At a later time all the agreements were extended to cover the entire term of the taxpayer's original lease.

In two income tax returns, taxpayer treated the money received under the terms of the agreement as long-term capital gains resulting from the sale of rights and interest owned in the gas station. The Commissioner of Internal Revenue deemed these payments ordinary income.

The ruling—The Tax Court ruled that the taxpayer had subleased a service station and the money received was net rental income taxable as ordinary income. Since the taxpayer was liable for the payment of rent on the property under the terms of the original lease, it could not be considered that the lease had been assigned. Taxpayer paid \$300 a month for unimproved property and received \$650 a month for the sublease of improved property.

James D. Price et al vs. Commissioner of Internal Revenue, U.S. Tax Court, decided June 30, 1958.

THE QUESTION

The owner of a patent holds his patent for more than six months, then sells it. Is the profit realized from its sale a long term capital gain or ordinary income?

The facts—A, B and C were members of a partnership called X Products. In 1945, and again in July 1950, X Products applied for a patent for a machine which the partnership owned and which had been invented by B and C. On October 20, 1950, X Products sold and assigned all rights in the patent to Y Corporation.

Pursuant to the agreement of sale between X Products and Y Corporation, Y paid X \$20,000 in 1951 and \$40,000 in 1952. X Products and, consequently, A, B and C, in their individual returns for 1951 and 1952, treated these payments as ordinary income. In 1954, A, B and C filed amended returns for 1951 and 1952, listing the payments as long term capital gains and claiming refunds for the amounts by which the original returns exceeded the amended returns. The government disallowed the claims and the matter was brought before a Federal district court.

The ruling—The court found that the amended returns by A, B and C were valid, and granted them the refunds. Patent rights are generally considered to be capital assets. Thus, when an owner of a patent right holds the right for more than six months and then sells it, he is entitled to treat his profit as a long-term capital gain. The only exception is found in the case of professional inventors and people who make a business of marketing inventions. Patent rights in the hands of such people are, in effect, tools of their business, and hence income. Thus A, B and C were entitled to capital gain treatment.

Reeder et al vs. Ridder, U.S. District Court, Calif. decided April 28, 1958.

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(Sheraton operated)
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Princess Kaiulani
Moana
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CANADA

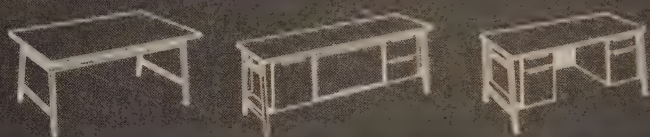
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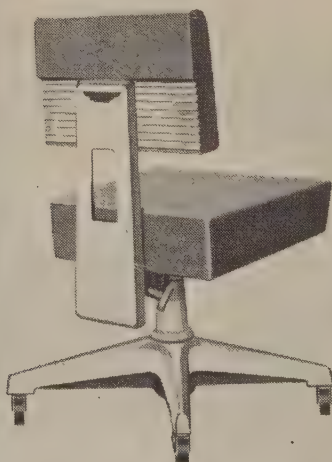
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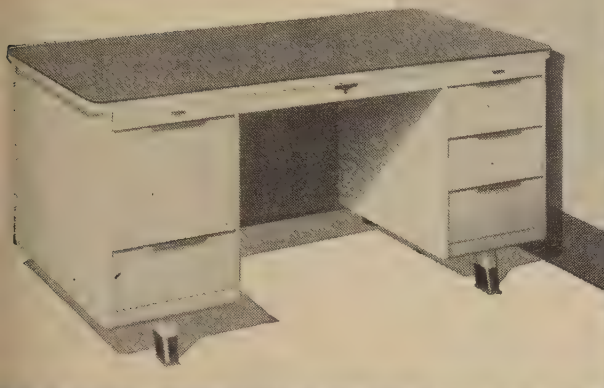
FURNITURE





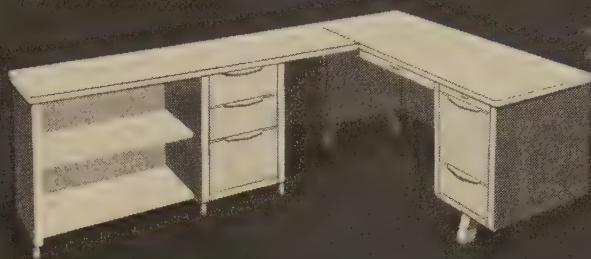
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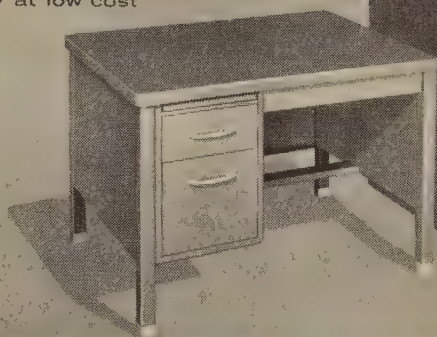
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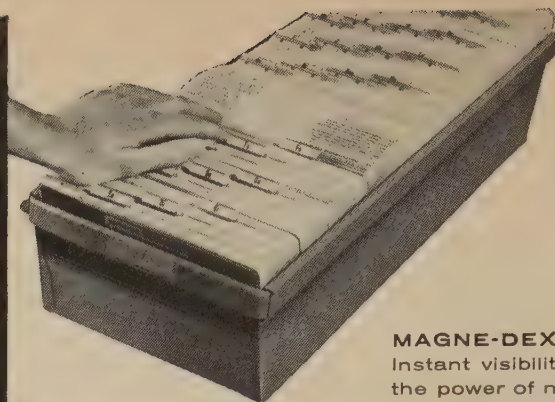


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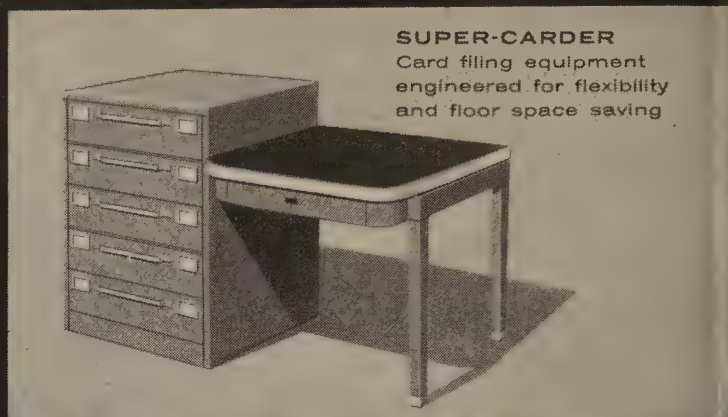
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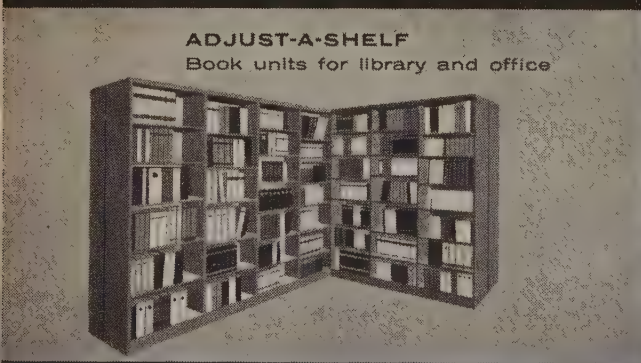
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engineered for flexibility
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More and more businesses, regardless of size, are standardizing on GF metal business furniture and equipment. Here's why: GF's complete line meets the exact requirements of every office job. And GF furniture is not only beautiful and functional but economical as well. Higher-quality construction assures you of lowest lifetime costs.

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An informative booklet, "PLAN TO PROFIT FROM YOUR OFFICE INVESTMENT", is yours for the asking. Just call your GF branch or dealer, or write The General Fireproofing Company, Dept. D-13, Youngstown 1, Ohio.



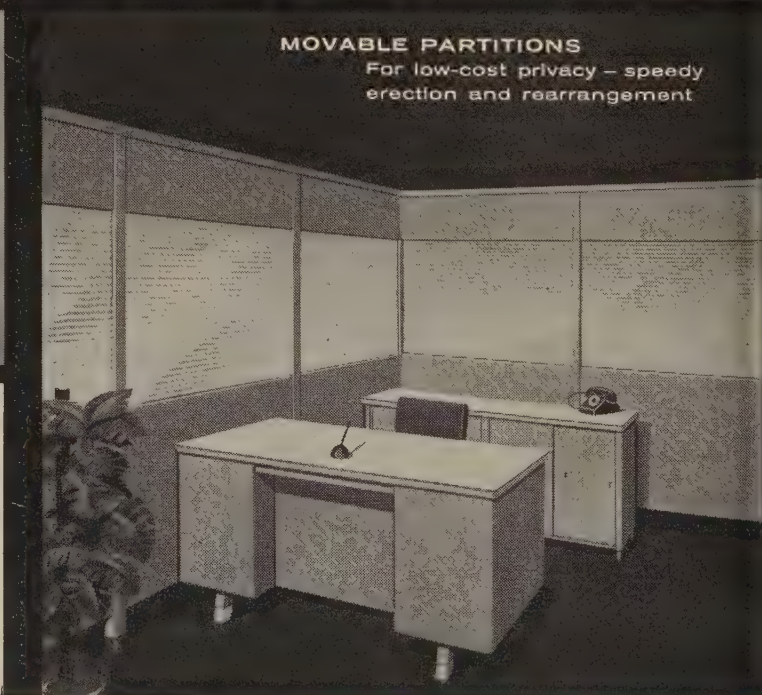
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Book units for library and office



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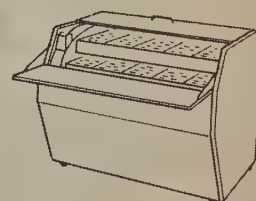
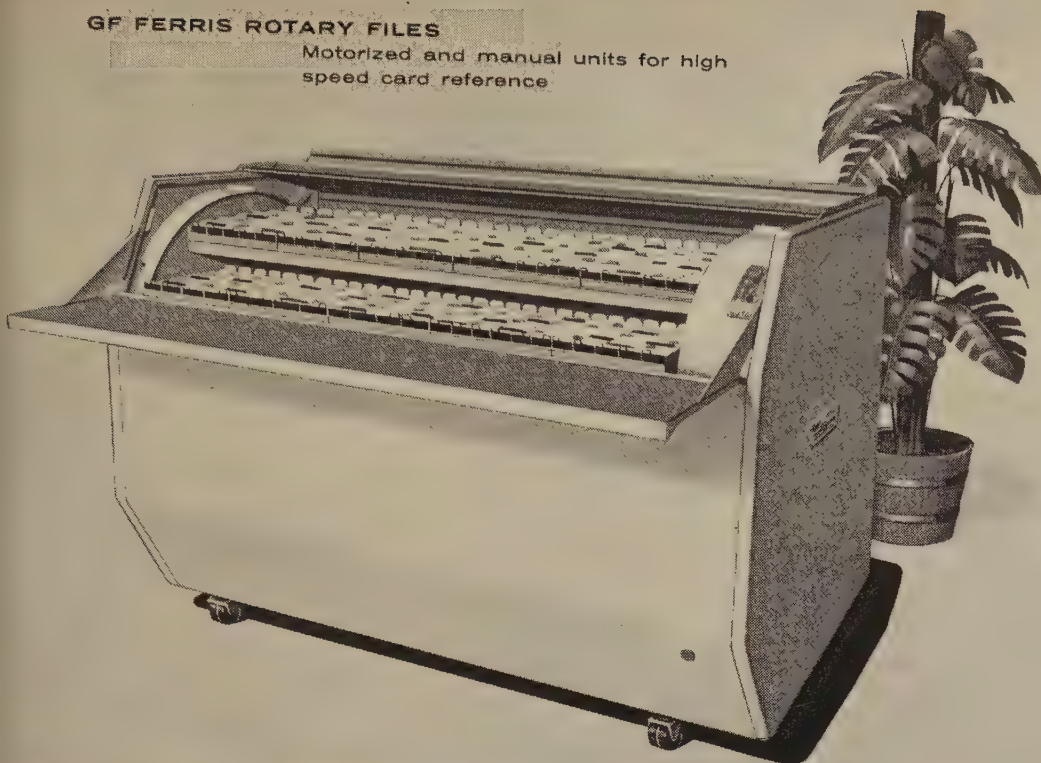


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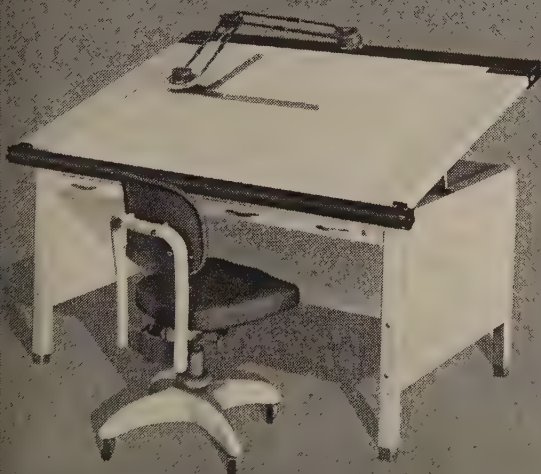
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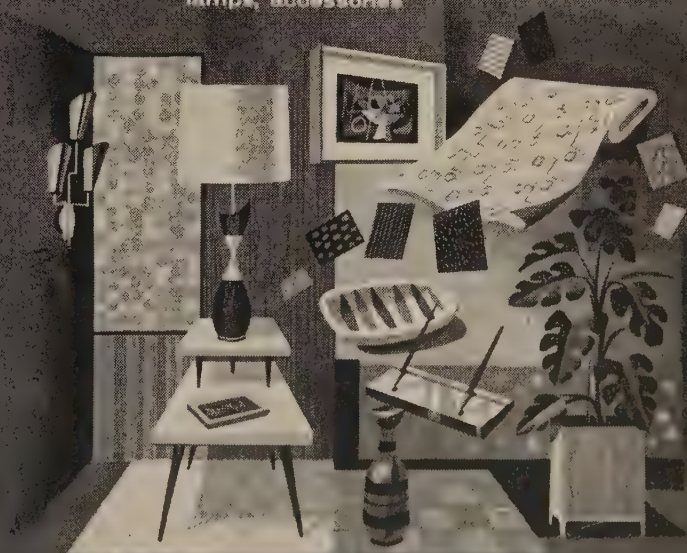
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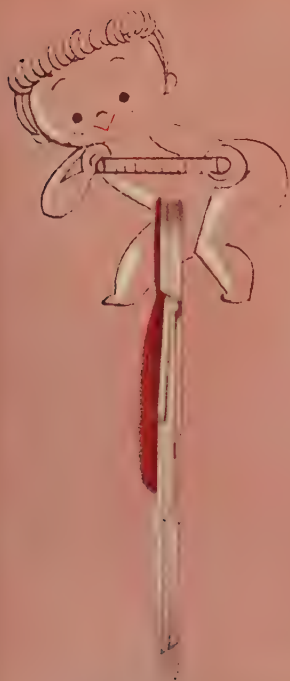
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J. ROSS ROTHAEEMEL, Auditor, The Cleveland Trust Co.

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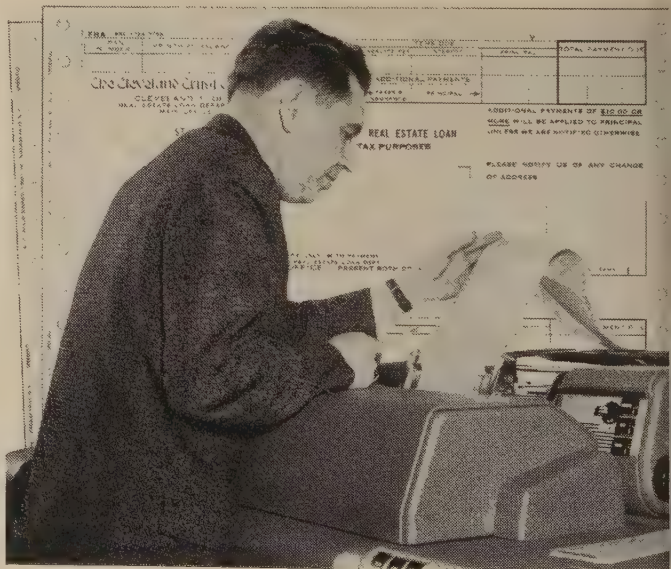
An automated collection system has given The Cleveland Trust Company centralized control over 40,000 monthly real estate loan payments made in 69 different offices. Machine control of accounting functions makes the exact cash position of the department known *daily*: in the past, payments were held in escrow and balanced only four times a year. Human error has been cut to a minimum. Hand copying is eliminated. Work time has been shortened by days, and operating costs cut.

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The Moore man has designed over 200 forms for Cleveland Trust. If you’d like a more detailed description of the systems that use these forms, write the Moore office nearest you. No obligation.



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ANOTHER NEW PRODUCT

from underwood... the *Touch-Master II*



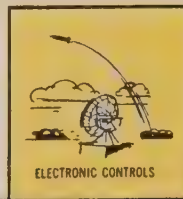
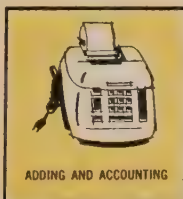
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CHICAGO AND
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RAILWAY

(Circle number 171 for more information)



Clip out and route to:

Workshop for Management

PRACTICAL IDEAS YOU CAN USE RIGHT NOW!

PROFIT MAKERS

MAKE DAILY THOUGHT SESSIONS COMPULSORY

■ DAILY THINK PERIODS and thought reports are now compulsory at the Dearborn, Mich. City Department. The technique could be readily put to productive use by key persons on your staff.

Here's how the system works at Dearborn. Staff members must devote the first 30 minutes of each day to exercising their grey matter. To make sure there's no shirking, a written thought report must be submitted daily to Mayor Orville Hubbard.

At first the mayor's think period



was taken lightly. Men used to tackling papers and problems immediately on entering their offices didn't know quite how to just sit and think.

But after a few days the idea caught fire. Executives who had given little thought to any but their

own departments began thinking about all phases of city administration.

As suggestions came in, they were screened for merit by the City Council. Here are a few concrete results of the think sessions:

Scotchlite was applied to street signs for night visibility. Dearborn banks now serve as branches for the tax collector—making it easier to pay license fees, etc. Emergency phones and first aid boxes probably will be installed on lonely roads for pedestrians.

City employees now register more interest in their jobs. A poll of Dearborn citizens proves they are pleased with the new emphasis on service. Complaints at City Hall have decreased appreciably.

The plan continues with the first half hour of each executive's day devoted to thinking about the betterment of public service. Further, each department head has now been assigned a specific section of the city to comb for needed improvements.

The chances are your company would profit too if each key individual were assigned the task of daily thinking about one segment or aspect of your business.

ENJOY A MASSAGE WHILE YOU WORK

■ FOR RELAXATION while you work, try an executive chair with a built-in massager. The chair contains a

rotary motor which imparts a cycloid motion of the type used in medical treatments. Molded foam cushions in back, arms and seat of the chair all transmit the gentle but penetrating action of the motor.

One executive says, "I use the chair when I'm tired and tense during the day. It gives me a sort of workout while I work." The



motor is quiet, so others don't realize the massager is in operation.

If you'd like more information about these fatigue-relieving chairs, circle number 256 on the Reader Service Card.

TAKE A ROUND TRIP TO SOLVE A PROBLEM

■ HAVE YOU a complicated problem that's worrying you? Would two or three hours of uninterrupted concentration likely solve it?

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(Please turn page)

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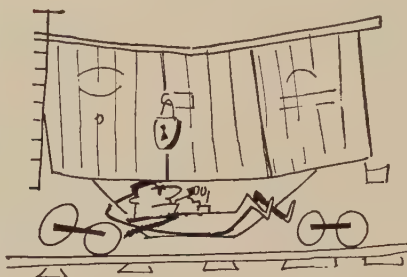
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Those who have used this method say that there's something about the rhythmic pulsations of wheel on rail, the methodical inevitability of the telephone poles that induces logical thinking.

To smooth the way for concentration and insure a clear-cut answer to your problem, take these seven steps:

1. Pick a train during the off hours.
2. Don't take any friends with you.
3. Avoid trains with club cars.
4. Forget about magazines or newspapers to relax with first.
5. Choose a seat with no children nearby.



6. Don't strike up a conversation with members of the opposite sex—no matter how attractive.
7. Make sure there's a train coming back.

If you follow these simple rules, chances are your problem will be solved when you complete your round trip.

GET THE QUIET MAN TO SPEAK UP

■ A MAN WHO NEVER SPEAKS UP in a conference isn't much help. And he may be holding back some profitable ideas.

Here are some tested ways for you to get more out of the silent man and more out of your conference as a whole.

1. Include only those men in the conference who can contribute directly. Often conferences get unwieldy because companies try to use them as information-spreaders as well as idea centers.

2. Inform every man who is to attend the conference that he will be called on. This will give the man who seldom speaks an incentive to

prepare his ideas and have them organized by the time of the conference. (Psychologists say many men keep quiet at a meeting because they don't have their thoughts well organized.)

3. In conference, give every man enough time to develop his ideas clearly, but be wary of ramblers. When a man has put across the meat of his ideas, don't let him keep heaping on gravy. It wastes time, and may limit the time an equally valuable man has to present his thoughts.

4. Try not to embarrass the man who is habitually quiet by calling on him suddenly. This will only drive him deeper into his shell. You can call on the men in the order in which they are seated, or you can organize a list before the conference. The idea is to let each man know when he will be called on. This will also help to organize the conference for the best development of thought.

5. If you have a man who you know is valuable, but who never speaks up, you might break the conference "ice" for him if you allow him to read a list of facts on the agenda for the meeting. Many men are afraid to speak up simply because they never have. You can replace the "silence" habit with the "participating" habit.

6. If the normally silent man gets stuck part way through his presentation, call on someone else. Don't embarrass him by keeping him on his feet when he can't think of something to say.

Once your silent conferees begin talking, you can drop the forced methods for getting them to speak up. Or you may decide that these steps lead to a more profitable conference. At any rate, you've tapped a new source of ideas.

TIME SAVERS

REVIEW ALL COMPONENTS FOR GOOD FORM DESIGN

■ BEFORE PREPARING a new form or revising an old one, having a checklist at hand will help avoid pitfalls of poor design.

These suggestions, made by Ba

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YOU CAN CONFER with as many as 6 persons at once, again just by pushing a button or dialing.

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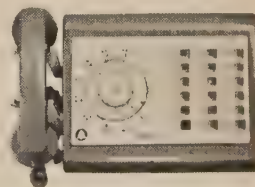
These are some of the ways in which this modern, pushbutton intercom system can speed your office communications. And we'll tailor it to your special needs. It will help you cut costs, improve customer service, increase profits.

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added cost. And rearrangements or additions will be handled by skilled Bell Telephone technicians.

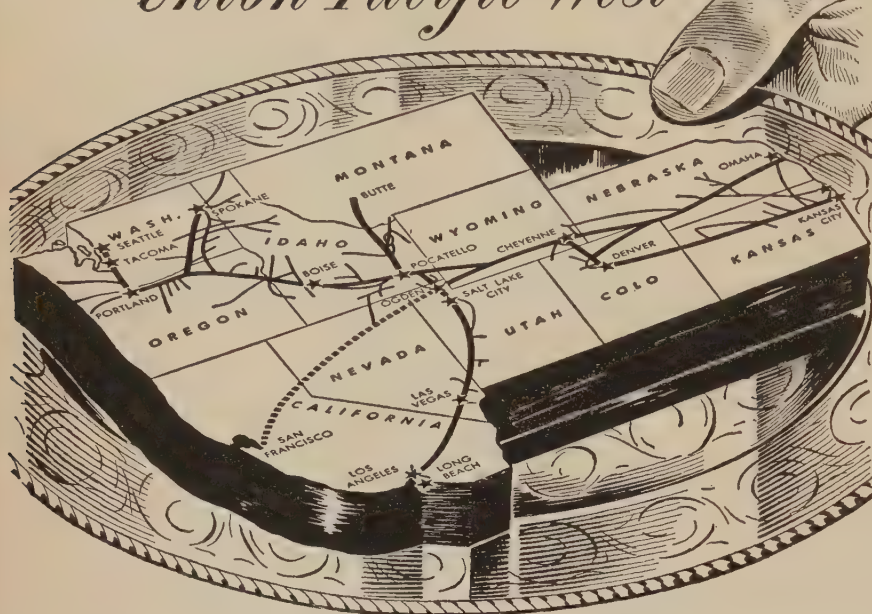
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Within this productive western territory there are choice sites available for manufacturing, assembly, warehousing or other industrial and commercial activities.

Furthermore, to live and work in the West is to really enjoy a healthful, contented existence. And that's an important factor in maintaining a high standard of employee morale. The time-worn phrase "Go west, young man" is still sound advice.

• • • • •

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**Industrial
Development Department**



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Railroad

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(Circle number 115 for more information)

timore Business Forms Co., serve as a guide to improving efficiency of forms:

1. **Consider use value.** Will the report gather data that is really helpful to your business? Does the report duplicate data gathered on another form?
2. **What entries should be made?** List them all. Are all essential? If not, eliminate unnecessary items and save writing time. Are any fill-ins consistently repeated? If so, make them part of the printed form.
3. **Line up the sequence of entries.** If data is transferred from or to another form, it will save time to duplicate sequence. If more than one employee uses the form, group information for each individual.
4. **Study spacing.** Pre-test machine fill-ins. Most typewriters space six horizontal lines per inch. Vertical spacing varies with the typeface—usually 10 or 12 to an inch. All column rules should conform exactly with type spaces. Lay out vertical rules to require minimum tab stops. For handwritten fill-ins, space horizontal lines $\frac{1}{4}$ inch apart if writer is seated; $\frac{3}{8}$ inch apart if he stands.
5. **Check size.** Too large a form is wasteful and may be hard to handle and file. Too small a form will be cramped, difficult to fill in and hard to read.
6. **Position titles for quick identity.** Placing name of form and destination in a prominent position will speed handling, routing and distribution.
7. **Include instructions on use.** Spelling out what is expected of the employee will save time—especially in training new personnel.
8. **Use colors for coding.** Color gives quick identity and helps speed routing of copies.
9. **Review over-all appearance.** Is type easy to read? Does its appearance reflect the personality of your company?

COST CUTTERS

PUT A PRICE TAG ON SMALL TOOLS

■ **DAMAGE** and disappearance of small tools was a considerable cost item at Friden, Inc., San Leandro, Calif.—enough to make officials de-

cide to do something about it.

Now, damaged tools—with actual cost prominently marked—are mounted on pegboards at strategic spots throughout the plant. Each board bears this message: "Loss and breakage of small tools such as these cost more than \$1,000 each day. Please do all you can to help reduce this cost."

Periodically the tools displayed are changed to keep workers cost conscious. This price tag plan works, Friden reports. Before the project was started, many employees were unaware of how expensive some tools are. Now there's far less loss and damage because of careless use of tools.

TAKE A CLOSE LOOK AT YOUR SUGGESTION SYSTEM

■ ARE YOU GETTING REAL or fancied results from your suggestion system and other cost-cutting programs?

You may be receiving reports of big savings achieved, but analysis may show these contain little but window dressing designed to satisfy you. Supervisors may be accepting trivial or impractical ideas just to make the suggestion score look good.

For example, one Pittsburgh firm—particularly proud of its good housekeeping—paid off on the idea of discontinuing painting its scrap metal and trash containers.

Another company enthusiastically adopted a simplified coding system to replace a complicated numbering system. All well and good—but then they found out the operation itself was entirely unnecessary.

One way to check the efficiency of a suggestion system is to look at it from the employees' point of view. If they don't think you mean business, they won't treat your program seriously. Then a suggestion system can become a stumbling block to time and cost savings.

For instance, one midwest manufacturer started a concentrated cost cutting drive. Right after the campaign began, the company bought a plane for executive use. This to the workers seemed to be an outright extravagance. They hadn't been told or sold on the fact that

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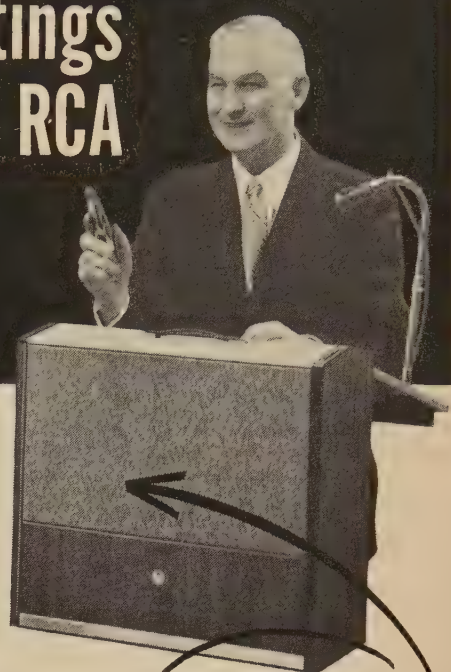
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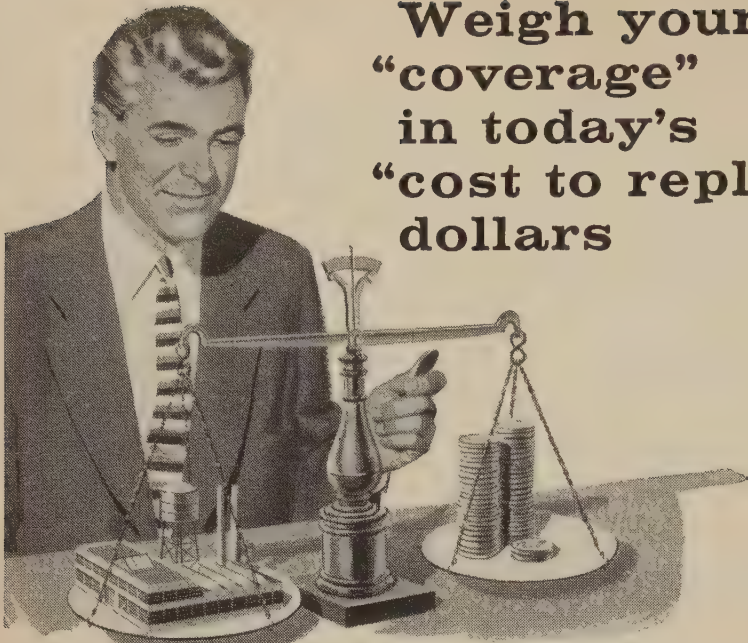
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clause in your co-insurance policies

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Business or property owners — check your fire insurance policies for your "co-insurance clause." It can be beneficial and safe when complied with and understood, but dangerous when not. Send for free booklet, "How to Analyze and Get the Benefit of Co-Insurance." Write Dept. MM.



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(Circle number 153 for more information)

the plane was in actuality both time and money saver. Consequently, the employees shrugged off any cost cutting efforts.

Don't forget, a suggestion system can boomerang. Reason: employees are naturally interested in making their jobs easier and more profitable. They're likely to make many suggestions that will benefit them personally but not the company.

To cite one case, a radio manufacturer received the suggestion of cash awards for no absenteeism. They adopted the incentive plan for perfect attendance without checking into its record of unwarranted absences—an unusually good record. Shortly, they found out that the new plan actually cost more than it saved.

TRAVEL TIPS

BE YOUR OWN VALET

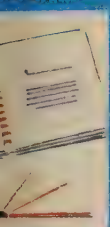
■ THE SUIT YOU WEAR or pack can get pretty wrinkled even on a short trip. Administrative Service Manager O. Phillip Baker, The Rapids



Standard Company, Inc., suggests a quick easy way to refresh your wardrobe. It's a simple trick involving no wait or cost for valet service.

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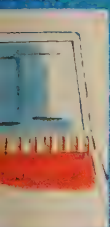
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room will fill with steam in seconds, then you can turn off the tap. Leave the suits in the closed room for 15 minutes or so. They will then be wrinkle free—ready to make a good impression.

LIGHTEN BURDEN OF KIT-HEAVY SALESMEN

SALESMEN BURDENED with heavy samples can now travel light and still call on prospects with a full sales kit.

The neat trick is accomplished with two sets of samples and a new fly-drive plan instituted by National Car Rental System, Inc.

This is how the system works:

As soon as his itinerary is set, the salesman ships one set of samples, via air or surface, to the National operator in the first city on his route.

By free Teletype reservation service, the National representative is alerted to have a rental car and the samples awaiting him on arrival.

The second sales kit is dispatched to the next stop-off on his route. Meanwhile the first set of samples is routed to the third city.

By this process of leap-frogging samples from city to city, the salesman can make efficient use of his time without worrying about toting heavy sales kits.

SALES BUILDERS

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IF YOU WANT TO IMPRESS salesmen, dealers, distributors or retailers with your public relations, dramatize the results at conventions and meetings.

One Connecticut company used this simple device: all recent newspaper and magazine clippings were pasted on a 100-foot roll of Kraft paper. At the appropriate moment in regional meetings, the publicity manager and his assistant unreeled the roll its full length. These showman tactics brought applause and appreciation at every meeting.

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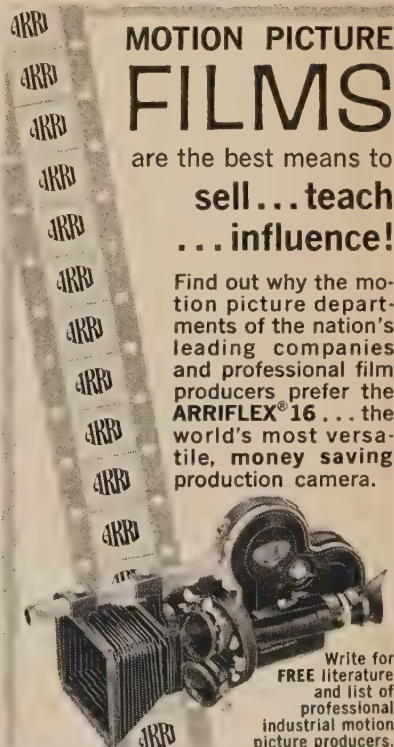
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4

BUSINESS SCHOOL DEANS TELL YOU:

1

How to educate your son for management

PAGE 37

2

How to expand your own management skill

PAGE 41

3

**How to recruit and hold the kind of manpower
your company needs**

PAGE 82

4

How to use a university as a company asset

PAGE 88

UNIVERSITY OF CHICAGO



COLUMBIA UNIVERSITY



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STANFORD UNIVERSITY



W. ALLEN WALLIS*

*Dean, Graduate School of Business
University of Chicago
Chicago, Ill.*

COURTNEY C. BROWN

*Dean, Graduate School of Business
Columbia University
New York, N. Y.*

TANLEY F. TEELE

*Dean, Graduate School of Business
Administration
Harvard University
Cambridge, Mass.*

ERNEST C. ARBUCKLE

*Dean, Graduate School of Business
Stanford University
Palo Alto, Calif.*

W. Allen Wallis is now on leave of absence from the University of Chicago to serve as executive chief of President Eisenhower's cabinet committee on price stability.

Universities are a rich source of services to you as a manager. To overlook these services is to handicap yourself and your company.

Yet, if you mention it to very many managers, you discover that few have ever stopped to consider that universities offer business a lot more than a source of manpower.

To find out specifically how business can profit from university services, a *MANAGEMENT METHODS* editor recently crossed the country to interview the deans of business schools at four leading universities (see panel). All of the interviews were tape recorded.

■ The four deans emphasized that universities welcome a close relationship with business firms and with individual managers.

■ They pinpointed dozens of ways that universities can help the businessman to manage his company better.

■ They made it clear that small companies can profit from university services at least as much as large companies—and frequently more so.

Here, edited from the lengthy interview transcripts, are answers to four of the key questions you might have asked the four business school deans.

QUESTION NUMBER 1

What kind of education and training best equips a young man for a career in management?

Dean Stanley F. Teele
Harvard University

Q. Dean Teele, what is the best preparation for a management career?

TEELE: The ideal form of education, it seems to me, is an undergraduate concentration on liberal arts or engineering, followed by two or three years of employment in business to provide experience and make sure it's business the young man is really interested in, then a program of graduate instruction at any good school of business administration.

Q. Specifically, what can be taught in business schools?

TEELE: I believe we can teach the essential skills of management—the skills of pulling together evidence, ordering it, weighing it, reaching a conclusion on the basis of the evidence, changing that conclusion into a decision (because there is a big difference between conclusion and decision), understanding how to work with a group of people to put decisions into effect, watching what has happened as a result of the decision, making changes as a result of what you see, and so on. We believe we



can teach these skills by putting our men into a controlled situation where they are presented with real business cases, involving real business problems. With guidance, they make decisions over and over again.

Q. Some people say that this case method provides a top management perspective but not much help in the specific functions a man will probably have to perform before he reaches the top.

TEELE: No educational activity will work equally well for all people. We use the case method to develop management qualities. These qualities are equally useful at all levels—provided you are talking about a management job. There are literally thousands of important jobs in business that are not management jobs. These jobs range all the way from a researcher or a salesman to, let's say, an actuary in an insurance company. These people are "individual contributors," to use the General Electric phrase. If a man wants to make his career as an actuary or a tax specialist or a business lawyer, he should not come to the Harvard Business School. We are trying to prepare our people for management jobs, regardless of whether they are at the top or the bottom of the management ladder. By using the case method, we bring to bear on the decision-making process everything that is learned in specific areas of knowledge. The case method does not reject knowledge. We believe it is a mechanism for organizing pertinent knowledge in a meaningful way for the student. We think we are reinforced in this belief by the management success that our people have achieved—not only our younger men, but the experienced business men who have attended our advanced management programs in which the case method is also used.

Q. Do you see any change taking place in management training, Dean Teele?

TEELE: Yes, I see a substantial increase in emphasis on the discipline of logic. I see more emphasis on mathematics, mathematical theory and statistics. I see management teachers drawing on the social sciences generally.

I find that a very large part of what is now called operations research is in fact the discipline of logic. The more you cross-examine operations research people, the more you find that what they are working with is in large part logic.

Q. What's the best bet for a young fellow starting out—to join a small company or a large one?

TEELE: Temperament is a factor. Some people prefer the informality of a small company; others lean toward the more formal procedures in larger companies.

Q. Are you saying that some people can be called "small company men" and that others are "big company men?"

TEELE: I'm skeptical of such sharp distinctions as that. Few of us have such sharply defined characteristics that there are only a limited number of jobs for us. Many young people are far too preoccupied with the notion that somewhere in the world is the precise job for them. I think they would be wiser to remain more flexible—to think in terms of brushing off their corners so they will fit in a round hole if they happen to be square pegs to begin with.

Q. What about the man who says, "I'd rather be at the top in a small company than working down the line in a large organization?"

TEELE: Caesar said, "I'd rather be first in a little Liberian village than second in Rome." I think it is very healthy that many young men—including a substantial number of our graduates—are interested in small, new enterprises. Many of them work with a larger company for awhile, then join a small company or start a business of their own. This process has always appealed to me as a practical way of letting somebody else pay for your mistakes while you are learning. I believe it is the most common pattern of people going into small enterprises.

Dean W. Allen Wallis
University of Chicago

Q. Dean Wallis, what kind of preparation can a company expect that its management beginners will have received at a graduate school of business?

WALLIS: To claim that the business school can train the student in the actual processes of decision-making is deceptive. Business itself is the only place to gain worthwhile business experience. The schools of business can, however, prepare a student to get the maximum amount of educational value from his experience.

Q. Would you explain what you mean?

WALLIS: Most business school graduates will be active in business for about 45 years. Forty-five years from now will be the year 2004—literally the next millennium. So we are actually training management people for the next millennium, as well as for the period between now and then.

I know of a Pacific Coast firm that plants trees this year it expects to harvest in 75 years—that is, in 2034.

Our problem in schools of business is similar, but somewhat easier—not only is our time span 30 years shorter, but our materials are more versatile, less wooden.

There are two unknowns that complicate the job of training managers, however. One is that we don't know what types of business the students will decide to enter. The second is that we don't know what changes will take place in the next 45 years that will influence the management job. We do know that tremendous changes are likely to take place. Consider, the changes in the past 45 years. In 1914 automobiles were rare, airplanes were virtually unknown, radio and television were not in existence. Women couldn't vote. We had essentially no standing army, no alliances with foreign countries. There was no such thing as the Federal Reserve System, Social Security, or a federal income tax. The government debt was unimportant, labor unions were negligible. Infant mortality was 10 times higher than now. Business was a far smaller part of the economy, business organizations were not nearly as large and complex, and management functions were far less specialized.

All this makes clear that people going out from our schools of business today certainly do not know any substantial fraction of the things they will need to know for successful business leadership during the next 45 years. They will have to learn these things themselves between now and then.

In view of this, what should business students be taught during the few years of academic professional training? The answer clearly is that academic business education should provide the best possible preparation for life-long business education. Uni-

versities should teach the broad, underlying fields of knowledge that are basic to the practice of business—that is, economics, quantitative methods, behavioral science, and law. The fields of management practice should be taught in a broad, analytical framework rather than in terms of current or recent business practice.

The teaching of business subjects should be organized not around advertising, banking, railroads, wholesale grocery distribution, furniture manufacture, and so on, but rather around the functions that are common to all businesses—production, marketing, finance, and personnel.

All this emphasis on basic knowledge, theory, and analysis in no way implies that experience is today one bit less important in the education of a businessman than it always has been. But experience is best obtained in business itself, not in the classrooms. Schools can provide at best a distorted reflection of actual business.

Dean Courtney C. Brown
Columbia University

Q. Dean Brown, what part of the management training job do you think business schools are able to perform best?

BROWN: Business schools are reasonably well equipped to do three things.

The first, and simplest, is the transmission of business knowledge, knowledge about what business is, what it does, and how it does it. This is the extent of business education in the thinking of some people. But I think you have to go two stages beyond this, and the difficulty increases as you go.

The second thing that business schools can do is to help students acquire the ability to make decisions. There's a paradox lurking in this one. Every business school worth its salt is jealous of its scholarly achievements. The scholar, however, is typically a man who hesitates to make a decision until all of the evidence is in. The businessman, because he is living in a very dynamic world, must make decisions before he possesses the last shred of evidence. So the paradoxical question arises: How do you teach the process of decision-making on less than complete evidence in a scholarly way? There is, of course, a middle ground that makes it feasible to teach the process of decision-making, but if you view the problem in its pure sense, the paradox remains.

The third level of instruction that business schools are equipped to provide is the hardest. It is to teach the significance of the role of business and of business management. I don't mean just teaching the significance of business as it pertains to business itself, or even as it pertains to over-all economics. Rather, I believe that management students should be given an appreciation of the significant role of business in contemporary society, and the reverberating impact of business decisions on all phases of society.

Q. Could you illustrate what you mean by the role of business in society?

BROWN: I can give you a couple of quick examples. Let me start from the most difficult side—the international side. For centuries business has been a unifying influence in the world—bringing people closer together because of the fact that business will be voluntarily carried on between two parties only if it is mutually beneficial.

Looked at from another side, business serves as a way of life—a means of expression for more people than are able to express themselves in any other field of endeavor. Business offers creative expressionism to the people who are involved in it.

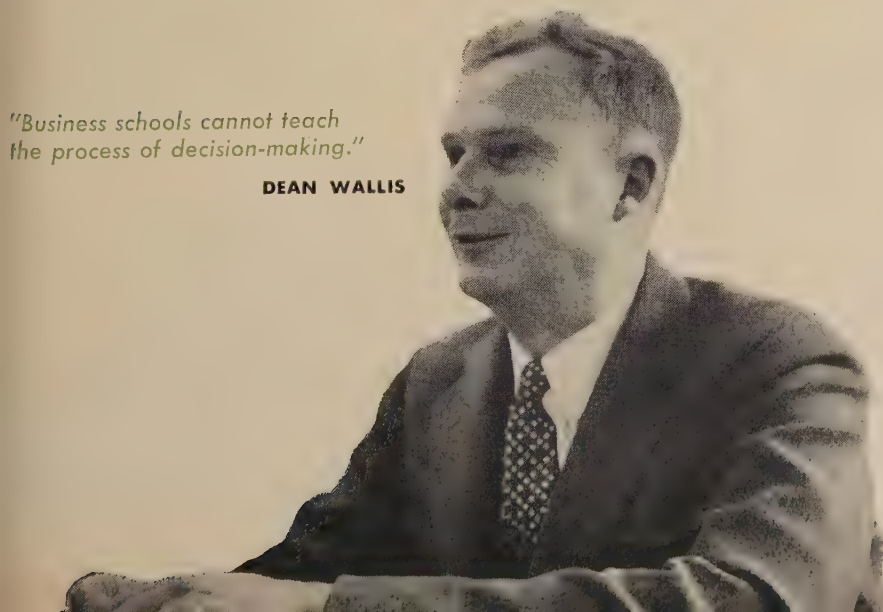
Q. When you talk about people expressing themselves in business, do you mean management people, or others too?

BROWN: I am referring to everyone involved. Indeed, if there is an Achilles heel in business today, it is the tendency of people to accept conformity and procedure as substitutes for creativity and individuality. This is the thing managers should guard against.

Q. Rigidity is awfully hard to side-

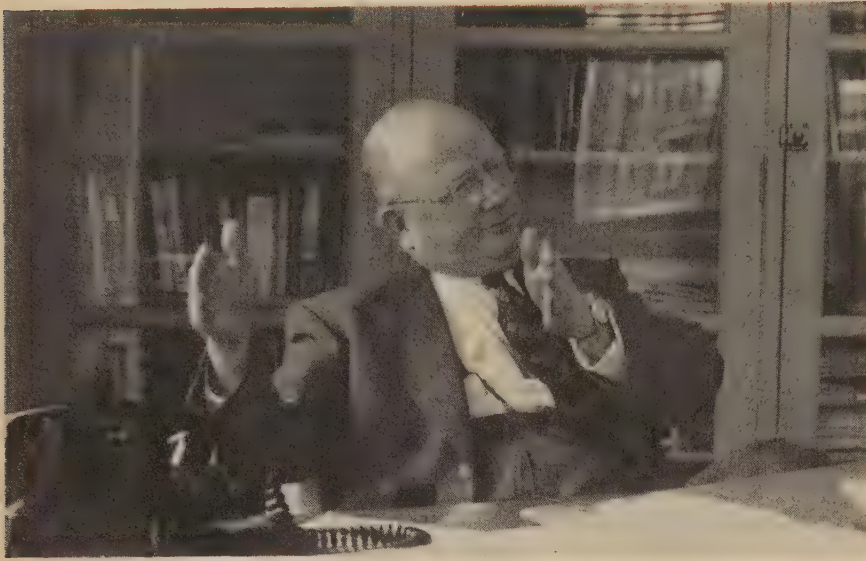
"Business schools cannot teach the process of decision-making."

DEAN WALLIS



"How can you teach practical decision-making in a scholarly way?"

DEAN BROWN



step, particularly in big organizations, is it not?

BROWN: It depends on how the organization is managed. I've seen a great deal of excessive conformity in big organizations, but I don't think big organizations must accept conformity and bureaucracy as their inevitable fate. I think these things can be avoided through positive management.

Dean Ernest C. Arbuckle
Stanford University

Q. Dean Arbuckle, can a company assume that if a fellow has a masters degree in business administration, he is prepared to begin functioning as a manager?

ARBUCKLE: No, that would be a mistake. A business school can't teach its people to be managers; they have to learn that on the job. But we can give them the kind of education that will accelerate their learning on the job and make them better managers once they have qualified themselves for management posts. Business school training should not be aimed at the first job, or even the second job that a graduate is given after he joins a company. These initial jobs should be considered a continuation of his training, and the experience he gains in them should combine with his classroom learning to prepare him for the management he'll perform after gaining some experience.

Q. Then what is it that a business

school should teach students?

ARBUCKLE: I believe there are six basic divisions.

First, we teach them something about organizations and the management of people.

Second, we teach the economics of the firm itself.

Third, we teach the economic, legal and social environment in which the firm operates.

Fourth, we teach the functional fields of business such as production, finance, marketing and industrial relations.

Fifth, we teach the tools of control

and quantitative analysis such as accounting, statistics and decision theory.

Finally, our integrating course requires the student to bring to bear on actual business problems the knowledge and skills he has learned during his course of study.

Business schools should stretch the minds of their students, so that they are mentally flexible and receptive to new ideas; and they should further develop their analytical and communications abilities.

Q. How do you go about training a student to solve actual business problems? How do you train him at decision-making?

ARBUCKLE: We think we are able to accomplish this in part by making use of the case method. This method is used in quite a number of our courses. Actual company problems are analyzed and discussed by the student to develop their skills in problem solving. They learn to cope with a number of variables. The professor serves merely as the leader in the discussion. He steers the students in their search for sound solutions to the problems.

Q. Doesn't this kind of training in broad management thinking sometimes tend to make the graduates dissatisfied with the narrower job he performs at the beginning of his career?

"A business school can't teach its people to be managers; they have to learn that on the job."

DEAN ARBUCKLE



ARBUCKLE: I think that is a valid observation. There sometimes is a problem here, and it's one that I believe both the schools and industries should try to tackle together. The problem is that some graduates become overconfident and think they are able to manage as soon as they leave a business school. They become discouraged

if their progress is not as rapid as they think it should be. We try to give the real facts of business life to our people before they leave school, but sometimes it's necessary for the employer to re-emphasize to the graduate that a masters degree in business administration does not equip him to run the company single-handed.

gers because of the fact that many of the things we are doing now have historical precedence. I don't think you have too much trouble supporting a position that past thinking through the years applies directly to present day management practices.

Q. To include these liberal arts courses, do you have to sacrifice coverage of specific management subjects?

ARBUCKLE: No, only about one hour in 10 is devoted to the humanities, and these courses are in addition to, not in place of, the regular management courses. In fact, to get these humanities in, we had to add extra time to the program. These courses are scheduled on Saturday mornings. I'd like to emphasize, however, that the humanities were very definitely requested by the men participating in the program.

QUESTION NUMBER 2

What kind of training should an experienced executive receive when he returns to the classroom to improve his management skill?



Dean W. Allen Wallis
University of Chicago

Q. Dean Wallis, when an operating executive goes back to school, what kind of advanced training should he look for?

WALLIS: He ought to seek a general framework for understanding the kinds of thing that are involved in his management work. Rather than hoping to learn how to get along with his subordinates, for example, he should hope to gain an understanding of what motivates people. This typical man we are talking about probably has enough experience to handle his management duties fairly successfully—he knows how to apply skillfully the knowledge that he possesses. But if he is going to improve his management performance, he now has to increase his knowledge and skill in general

management theory and principles.

Q. In its essence, what do you consider to be the job of management?

WALLIS: To figure out better things to do and better ways to get them done.

Dean Ernest C. Arbuckle
Stanford University

Q. Dean Arbuckle, what kind of curriculum is best for the management person who returns to school to broaden his management skill?

ARBUCKLE: Whenever time permits, I believe the curriculum should include not only business subjects, but liberal arts subjects as well. For example, we have an eight-week advanced management program for senior executives that is devoted to subjects related directly to management. But we have an eight-month executive management program for middle management people which includes the study of history, philosophy, art, literature, and even other humanities.

Q. Do you feel that these subjects are of significant value to the business executive in his job?

ARBUCKLE: Yes, I feel very definitely that they are. I think anything that increases a man's breadth of knowledge in turn intensifies his desire for self-development, and gives him a perspective which he doesn't otherwise have. Take history, for example. More and more businesses are developing courses in history for business mana-

Dean Stanley F. Teele
Harvard University

Q. Dean Teele, what is accomplished when companies send their executives for advanced management training like that offered by Harvard?

TEELE: Typically these are men who are to be broadened. They are men who are successful as functional specialists but their experience is limited primarily to their own fields of specialty. A typical class, for example, will include controllers or assistant controllers, sales manager, research directors, production managers or plant superintendents, and so on.

The first purpose of our program is to get these men to understand both the operations of other functions within business, and the difference between specialized functional responsibility and general management responsibility.

The second purpose is to broaden them still more by putting them in the shoes of men, not only in other functions, but in completely different industries. In this way, they see the many similarities and the real differences in different kinds of business jobs and in different industries. "Cross fertilization" is perhaps an overworked term but it stands for something that is extremely important in this kind of training. The participants find that they are breaking through their old

(Continued on page 82)

How to convince the prospect that your price is right

Are your salesmen reporting sales resistance due to the price of your products? There are tested ways to convince the prospect that price is secondary. This article gives you some ideas you can pass along to your salesmen.

“Can’t you give me a better price?”

“That’s more than I wanted to spend.”

“I couldn’t move them at that price.”

“Sorry, but it’s way over our budget.”

Despite the skill of your salesmen, the depth of their product knowledge or the lengths to which they will go to determine a prospect’s needs, one hard fact remains: in scarcely any sales interview does price fail to rear its ugly head.

What can a salesman say—what can he do—to overcome this standard objection?

Those who have mastered it offer many solutions. But essentially their advice boils down to this: make some other consideration so overwhelmingly enticing that price takes its rightful place in the prospect’s mind—second.

Accent the benefits

“When a man expresses anxiety about your price,” says Paul E. Herron, sales training manager of A.B. Dick Co. of New York, “he is really challenging you to prove that your product is worth the money. One of the very best ways to do that is to build up the desirability of the benefits you are offering in such vivid, personal and irresistible terms that they crowd out of your prospect’s mind any concern over the amount of money you are asking him to part with.

“Our men are trained to emphasize the *exclusive* features of our products, then to translate them into benefits that no competitor can match because they are patented or otherwise restricted in availability. A prospect could scour the world and still not find the precise benefits we can offer him.

“Once he is made to realize that,

his concern with price pretty much dissolves.”

The following quotes represent some examples of “exclusive selling”:

“It’s made from our own secret formula.”

“The only machine of its kind that runs on batteries—you can use it anywhere.”

“It’s tougher because it’s made from Kraft paper that stretches.”

“Check and double-check,” says H.K. Woodward, regional administrator for Bowser, Inc. “The prospect who can’t see the benefits for the dollar signs hasn’t been sold on the uniqueness of your product. We tell our men to ‘sell the difference’—that is, to pinpoint the precise ways in which our gasoline pump and oiling systems stand out from anything the competition can offer.

“You can talk yourself hoarse on the features your product has in

1 MAKE IT
UNIQUE



2 MAKE IT
EASY



3 MAKE IT
“A SAVING”



by Ted Pollock

common with the competition and not even dent a purchasing agent's armor. Your product is 'just as good'? Who cares! But concentrate on the *differences*—thereby *removing* your product from comparisons—and your customer can't say, 'It's too expensive,' because cost is a relative thing. The price of whatever you're selling is high only if the identical product can be purchased elsewhere for less money. The more ways in which you can prove that you're selling something unique, the less important price becomes."

But what if there are no discernible differences between your product and the competition's?

"Then make yourself the difference," advises Norman Kidd, district sales manager, Braniff International Airways. "By helping the prospect solve his problems, bringing him the latest news in your field and generally proving yourself a knowledgeable trouble-shooter, you can convince him that your higher price is well worth it in terms of personalized service."

Prestige, too, can sometimes overcome the price objection.

Case in point: Smith-Corona, whose salesmen successfully straight-arm references to price by highlighting the importance of a business letter's appearance.

Says Manager H. S. Yaffa: "In many cases, the only contact a company has with its customers is through the mail and nine times out of 10 people take a firm at its own valuation. It's good business to pro-

duce the best looking letters possible. We say that the few extra dollars spent on a machine that will give your letters that million-dollar look are more than recouped by the kind of corporate image they help establish."

Make it easy to part with the money

■ What really bothers some prospects who hide behind the price objection is the idea of suddenly parting with a sizable amount of money.

Show them how they can cushion the blow to their wallets—actually or psychologically—and you may walk away with the order.

Thus, the top salesman for a major air conditioning firm has found it surprisingly easy to sell his more expensive line by breaking down the cost in a novel way.

"For only an additional six cents per pound," he explains, "you can have a unit that will cool your office *and* your waiting room."

"True," says an insurance salesman, "this policy costs more than others, but for just two dollars extra monthly—less than seven cents a day—you're protected against every kind of loss, *with practically no exceptions*."

Many salesmen find it useful to play up the unusual terms they can offer a prospect. "You needn't pay for six months." "Charge it." "Take up to three years to pay." "Suppose we bill you for this on your next regular order?" "With the attractive trade-in we can allow you on your old machine, this will actually cost less than you were expecting to

spend." "A small deposit makes it yours."

Another approach centers about the provable fact that quality costs less in the long run.

S. Wagner, president of Garfield Williamson Inc., lawn specialties producers, instructs his sales representatives to explain that their more expensive seeds guarantee a permanent lawn.

"The initial investment is higher, of course," says Mr. Wagner, "but since lawns are an annual affair, it is actually more expensive to buy cheaper seeds that must be replaced every year."

Salesmen for the U. S. Tires Division, U. S. Rubber Co., also stress the long-range benefits of value.

Supervisor of Group Training John N. Spain explains: "A substantial part of a tire's value resides in its 'carcass,' the basic product of the tire industry. If a man buys a high-quality tire, one with a strong carcass, he can be sure that when the tread is gone, he can have it recapped and get thousands of additional miles out of it. A cheaper tire, with a less sturdy carcass, is riskier. So our men say, 'The price is higher, but the cost is lower.' It's an important distinction. For a few extra dollars now, the buyer can substantially reduce his per-mile expenses in the future."

Prove that he's saving more than he's spending

■ Few people mind spending more if really convinced they are getting more. Therefore, a persuasive answer to the price objection can be the valuable extras that

4 MAKE IT IMPORTANT



5 MAKE IT OBVIOUS



your higher priced item includes.

Possibilities: unique guarantees of service and parts replacement; free use of company resources (reports and newsletters, consultations, point-of-sales material, promotion planning, cooperative advertising, sales training for dealer personnel); new ways to get double or triple-duty from your product; its proven fast rate of turnover.

Many salesmen successfully overcome the price bugaboo by showing how their product pays for itself. "This model is so compact, it takes up less than half the space of any comparable machine." "The new package makes it pilfer-proof." "This equipment won't rust." "It's an investment." "By eliminating three of the steps in your present routine, our service will save you over 2,000 manhours annually; it's like getting another employee free." "It does the job in half the time."

"Why pay freight costs on *water* in floor cleaner?" asks a midwestern industrial cleanser firm in advertisements, then goes on to show how its concentrated product eliminates this hidden cost.

Roy L. Cammann, vice president in charge of sales for the Barret Division of Allied Chemical Corp., has found one technique particularly effective.

"By far, Mr. Prospect," he says, "the major expense in roofing is labor—an expense that is identical whether you use a cheap material or a more expensive one. Since the more expensive one will last about twice as long as the other and only costs 15 cents more per square foot, doesn't it make sense to cut labor costs in half by roofing with

the best material to start with?"

In short: whenever possible, show your prospect with mathematical logic that your product or proposition doesn't "cost"; it pays.

Dramatize the penalties of non-ownership

■ "Mr. Jones didn't think he could afford the additional coverage, either—until his house burned down."

"The extra safety factors built into our product will slash lost time due to accidents."

"Our engineered workmanship means that you don't have to worry about costly breakdowns."

Price suddenly shrinks in importance when your prospect recognizes how expensive *not* owning your product can be.

Thus, salesmen for Willcox and Gibbs Sewing Machine Co. break through the price barrier by playing up the rugged dependability of their products.

Sales Promotion Manager G.B. Tobey expands: "Our customers are always racing deadlines. Failure to meet them can cost a soft goods firm tens of thousands of dollars in lost sales. We make it abundantly clear that the performance and consequent peace of mind that is built into our industrial sewing machines are more than worth any small price differential."

Whenever a top salesman for an East Coast insurance firm hits a snag in the form of, "I can't afford it right now—see me next month," he pulls out a card from his wallet.

"Fine," he says. "Just fill in your name and sign this guarantee:

"I,———, hereby guarantee

that I will be alive and in sound health 30 days from now.

(Signed)———"

"It's impact on the price-war prospect is electric," he reports.

Salesmen for a nationally known safe company keep their eyes peeled for newspaper reports of fires and thefts in which important papers were lost. Armed with these vivid persuaders, they call on offices and stores in the immediate vicinity of the recent mishap. With his neighbor's loss fresh in mind, it's a rare prospect who worries over the price of a safe.

Give him a taste

■ According to Arthur Peck, district sales manager, Voicewriter Division, Thomas A. Edison Industries, verbalizing is no substitute for experience.

"The price objection," states Mr. Peck, "often means that you haven't sufficiently dramatized the quality of your product. This can best be done with a demonstration. For example, we invite comparisons between our dictating machines and others. In most cases the prospect is familiar with or already owns a competitive machine. So it's a simple matter to get him to *hear* the extra values built into ours. When he does, price suddenly becomes a lot less important. Our magic formula, if you can call it that, is a simple invitation: 'Try it!'"

Similarly, Fred Dannenberg, assistant branch manager of the Cadillac Division of General Motors Corp., finds that one luxurious ride is worth a thousand words in getting the prospect's mind off the price tag.

And whether you're selling popcorn or power tools, telephones or tractors, door mats or diamonds—there's nothing that can't be demonstrated.

Perhaps the ace salesman for a large building specialties firm sums up the whole price question with this simile:

"Every product is like a pie cut into eight parts. These slices are workmanship, durability, dependability, quality, prestige, service, extra values, and price. Since the part is never greater than the whole, why should price ever be the determining factor in a sale?"

Why indeed? ■

POWER OF POSITIVE PRICING

Few people really know what the price of your product should be. You set the climate. Quote your price apologetically and they'll shy back. Introduce it with confidence and usually they'll accept it.

Example: the shoe salesman who confidently told a customer the pair he liked cost \$29.50. The customer said O.K. The salesman went off to get the shoes wrapped, was back in a minute with an apology. "I'm sorry," he said, "I made a mistake—the price is only \$24.50."

The customer was prepared to pay \$29.50 because the salesman sounded so sure of himself.



Wide World Photo

What to do after a fire

This article tells you how to minimize the effects of a fire both before it starts and after the smoke has cleared. Read — or at least skim — these pages now, then tear them out and file them in some safe place away from your business. Then, if a fire should strike your business, you can pull them out and re-read these suggested actions.

Your company is not run on the assumption that disaster will strike.

This fact itself contributes to the danger of disaster. It means your precautions against fire aren't all they could be. Here is evidence:

There were 114,869 business fires in 1956. About 40% of these fires were caused by matches and smoking or misuse of electricity. Can there be stronger evidence of the need for precaution against fire?

This article deals with what to do *after* a fire. But you can't talk about what to do after a fire until you look at what goes on before the fire. Reason: much of the procedure to be followed after a fire depends on prior planning.

What to do before a fire

There is a continuing action to take in order to be ready in the event of fire. It is to determine—periodically—the values of buildings, equipment, machinery and

inventories. Detailed records of this kind will help you arrive at a satisfactory insurance settlement in the event fire strikes. In addition, such records will serve to indicate whether your insurance coverage is adequate.

Many companies value property or buildings at original cost, whether or not costs in subsequent years have risen or fallen. However, at

the time of settlement of a loss, the insurance company valuation is based on *replacement cost* at the time of damage. This figure may be higher or lower than the original cost; adjustment of value is based on depreciation or "betterment." These are reasons why value records must be kept—and constantly updated.

Keep your records in duplicate



Once the fire fighters arrive, you can assume a certain loss, but the loss can be held to a minimum.



Report the loss, protect property against further damage and, if possible, protect evidence of the fire's cause.

with one set in a bank safety deposit vault or an equally safe depository.

Several years ago, a department store in Pennsylvania neglected the safety of its extra set of records. The store was gutted and the records were destroyed. The inventory was such that it left no evidence after the fire; thus no physical check could be made. In order to obtain a reasonable insurance settlement, the store had to write to all of its suppliers for records of its orders for the year. In addition, records of the store's bank deposits had to be thoroughly checked. It required the services of a skilled CPA for several months to determine the store's average turnover and ultimately, the value of the inventory that was destroyed.

How often should you update your records of inventories and other assets? That depends on the production or sales pattern of your company. Suppose your inventory fluctuates sharply and you take an inventory only at the beginning of each year. If a fire should take

place in mid-year, the picture seen by the insurance adjuster could be entirely erroneous, thus leaving you poorly compensated for the loss.

What to do after a fire

With these quick thoughts in mind, consider now the series of specific actions you should take after a fire.

1. Report the loss.

The obvious step in the event of fire or other damage causing a loss is to report the loss to your insurance company. Normally the procedure followed is to report the loss to the broker or agent who has written the insurance policies, but the formal requirement is that a "notice of loss" be filed with the insurance company. This is usually done for you by your insurance agent or broker. However, in case you are interested, here is the terminology of the 1943 Standard Fire Insurance Policy:

"The insured shall give immediate written notice to the company of any loss, protect the property from further damage,

forthwith separate the damaged and undamaged property, put it in the best possible order, furnish a complete inventory of the destroyed, damaged and undamaged property, showing in detail quantities, costs, actual cash value and amount of loss claimed; and within 60 days after the loss, unless such time is extended in writing by the company, the insured shall render to the company a proof of loss, signed and sworn to by the insured as to the following: the time and origin of the loss, the interest of the insured and all others in the property, the actual cash value of each item thereof and the amount of loss thereto, all encumbrances thereon, all other contracts of insurance, whether valid or not, covering any of said property, any changes in the title, use, occupation, location, possession or exposures of said property since the issuing of the policy..."

2. Protect the property against further damage.

As soon as possible after a fire strikes, your property should be protected against further damage. Where roofs or walls or glass areas have been destroyed, temporary coverings may be required. Water-soaked areas should be dried out.

All such needed protection against further damage is a definite management responsibility. Necessary expense for this protection is

Who is the insurance adjuster?

After a fire, your insurance company will assign an insurance adjuster to the job of reaching an amicable "adjustment" of your claim for compensation.

This adjuster will examine your insurance policies, including all endorsements. He will examine your property and study the extent of the damage. He will study your valuation records, if any, plus any estimates by contractors for repair of the property.

From this information and the questions he will ask, he will offer a settlement that will probably be equitable. However, if you find the figure unsuitable, you can call in independent consultants to help settle the claim.

There are four major types of insurance adjusters:

Bureau adjusters are employees of one of three large insurance company-sponsored regional adjustment bureaus. They are the General Adjustment Bureau, with over 2,000 adjusters and home offices in New York; the Western Adjustment and Inspection Co., with over 1,000 adjusters and home offices in Chicago; and the Underwriters Adjustment Co., with over 400 adjusters and home offices also in Chicago.

Independent adjusters are, as the name suggests, local organizations which have no tie to the insurance companies, although they do function in the same role as a bureau adjuster.

Staff adjusters are salaried men in the direct employ of the insurance companies.

The public adjuster represents the public rather than the interests of the insurance company. A public adjuster may solicit the opportunity to represent your interest in preparing the claim to the insurance company.

added to the loss and is paid for by the insurance company.

Both the costs of temporary structural protection—such as closing an opening in a wall or roof—and removal of material to another shelter for safety or protection, are included as expenses that will be reimbursed by the insurance company. Seldom will an insurance company take exception to such costs unless the expenses seem excessive.

Protective measures should be taken as soon as possible after the fire loss. Otherwise, the job of settling your claim may be severely complicated.

A display showroom in New York suffered a gutting fire in one corner; part of the roof was destroyed. Considerable water and smoke damage resulted. Although the loss involved more than \$70,000, a critical factor was the exposure of the rest of the area, largely undamaged, to the elements. It was evident that unless immediate protective actions were taken, far greater losses might be incurred due to

exposure to rain water of the unburned part of the showroom. Therefore, a temporary paneling was erected to close up the windows which had been destroyed, and heavy canvas over wood framing was installed to cover the opened roof area. Cost of this temporary repair was less than \$2,000. It was considered reasonable that such temporary protection should be included in the final settlement of the loss.

3. Protect the evidence.

If possible, the evidence of the source or cause of the fire should not be disturbed until the insurance company's representative has been able to inspect the damage. This is a specific management responsibility.

The matter of evidence is most significant if there are any unusual aspects to the fire.

It is not expected, however, that you will go to extremes to protect evidence of the fire's cause. In fact, the basic principle to follow is that protecting the undamaged part of

the property from further loss takes precedence over the protection of evidence of the fire's cause.

4. Separate damaged from undamaged property.

After measures for protection of property have been established, the work of separating damaged and undamaged material should begin. Possible contamination or spread of damage to previously undamaged property is an important reason for this separation. This procedure will facilitate determination of the loss when the adjuster arrives.

Total destruction. If a machine, for example, is a total loss, the adjustment will be made on the basis of replacement costs, less allowances for depreciation and obsolescence. Obsolescence often creates particular problems in determining a fair settlement. Frequently innovations in machine design will precipitate obsolescence despite the finest plant housekeeping. There are many instances where plant equipment has long outlived its useful life according to accountant's records, but may still be important to the plant operations. It is doubtful that the plant management would be content with the settlement made on the "old faithful" in the plant.

Partial damage. Losses to damaged equipment are based on cost of repairs and not on a replacement basis. If the repairs are in excess of the adjusted value of the machinery, they will not be allowed.

Values of damage to buildings are best determined through consultation with contractors or builders. Repair costs are determined by the insurance companies on a current basis. The estimate of cost of repairs should be prepared by responsible firms. In the event of difficulties in settling a claim, it is important that the estimate be from an organization which can serve as an authority. Here, too, you can see the advantage of periodic appraisals of the property in order that the claim can reflect current replacement cost.

An additional factor in this valuation of property is changes in building codes which might make it impossible to rebuild a structure

Be sure to turn off the sprinklers. Water damage can be more costly than fire damage.

identical to the original building.

Slight damage. Where a damage is slight, more from soil and smoke, special cleaning services can be of value. In many instances the actual removal of litter can be performed by your own maintenance staff.

One of the items listed in the estimate of loss to the warehouse of a major baking company was \$3,500 for labor for emergency cleaning. The sum was used to pay the regular maintenance staff for overtime in removing debris. The men also assisted in enclosing a destroyed section of a building wall.

Where the workload is excessive, you are well advised to use a cleaning and maintenance contractor in your community. Since the procedures of cleaning and debris removal are simple, no special precautions are required. There is one exception to this standardized cleaning operation, that of smoke odor removal, which is performed by experts.

Smoke odor removal. One consequence of fire which can cause as much trouble as actual physical damage is the lingering odor of smoke and moisture. The odor will collect on surfaces and in textile fibres, resisting ordinary attempts such as washing and ventilating to remove it. Often in the event of an intense but highly localized fire, the odor may penetrate far more extensive areas of the building than did the fire, giving the impression of far greater damage than actually occurred.

A highly specialized problem, this odor removal has become recognized by the insurance companies as a basic part of a fire loss. Smoke odor damage claims have been accepted on the same basis as damage due to other causes. Fortunately, smoke odor and the other odors accompanying a fire can be readily removed by experts.

For instance, the Airkem Smoke Odor Service reports the case of a warehouse filled with Christmas

decorations worth several hundred thousand dollars. When the warehouse was damaged by fire, it was feared that strong smoke contamination would ruin the entire inventory. However, the Airkem people sent a team to treat the inventory. Their smoke removal efforts were so complete that all of the Christmas decorations were made saleable again. The cost of the entire procedure was slightly more than \$1,000.

Costs of this type of smoke odor removal are borne by the insurance company much in the same way as the cost of repairs to the building. Consultation with the odor removal experts is recommended before re-decoration is attempted, and as quickly as possible in order that this process accelerate the return of operations to normal.

5. Return operations to normal

A basic rule in any emergency is that order be restored as quickly as possible. This was the guiding principle in a fire that took place in a tremendous supermarket in Florida. In the building, which was damaged, but not destroyed, the main consideration was to get business back in operation immediately. In this instance, there was no business interruption insurance, but the refrigeration equipment and electrical service had been knocked out. The service organizations were called in and immediately prevented damage to the meat and frozen foods. Smoke odor removal was also required to make certain the stock would be protected against contamination and therefore against loss.

6. Avoid panic.

If management is paralyzed into inaction by the apparent hopelessness of what's left after a fire, important time and money will be lost. Therefore, the primary rule is to avoid panic. A preconceived plan of action in the event of disaster will help avoid this danger.

Proper discipline in areas where smoking is dangerous, and precautions in the use of electrical equipment to avoid overloads, will help reduce the chances of having to deal with a disaster. This precaution in itself is of far greater value than even the most extensive activity after a fire. ■

"If management is paralyzed into inaction by the apparent hopelessness of what's left after a fire, important time and money will be lost."

Wide World Photo



How to get attention with a news release

You don't have to be an expert to get results with a news release. But unless you follow a few simple rules, your release won't get past the first hurdle: the editor. Here, based on a survey of editors, is how to make your releases appeal to the men who decide whether your news will be published or not.

News releases can be your most economical way to get company publicity. Or they can be a complete waste of time and money.

Consider this fact:

The typical news release stands about one chance in 100 of holding an editor's attention for more than a second or two. After a cursory glance, instant death in an overflowing wastebasket is its probable fate.

Picture the editor of a publication in your company's own field. The morning mail brings him a six-inch stack of releases to be "read" and evaluated. The editor knows there may be two or three valuable items buried in there somewhere. But experience tells him that most of the releases contain little or nothing he can use. He is anxious to get to other, more interesting duties, so he attacks the pile of releases hastily, hoping to get through the chore as painlessly as possible. Is it any wonder that by the time he reaches the bottom of the stack only a handful of the best-prepared releases have sparked his interest?

How to grab attention

In view of this discouraging picture, is it worthwhile to go to the

trouble of writing and mailing news releases?

The answer is yes—if you are willing to follow a few simple guides that will make your releases attractive to editors. On this basis, news releases can be a low cost, highly effective way to build your company's prestige, sales and profits.

Why aren't more companies successful in making their releases grab and hold an editor's attention? Most companies fail because they neglect one or more of the four following actions:

1. **Create a special mailing list for each release.** In each case, send the release only to those publications directly and specifically concerned with the topic covered. If you send releases out wholesale—to one all-inclusive mailing list—editors will begin to resent the fact that you are cluttering up their mail and wasting their time on matters that don't concern them. They will begin to view all your releases in an unfavorable light.

2. **Begin each release with a capsule summary.** If you have sent the release to the right editor, this opening summary will help him decide whether or not he can use the story. It will also stimulate him to

read through the rest of the release. Further, by starting with a summary you will probably be matching the publication's own editorial style. This may eliminate the need for a re-write, and thus make the release more appealing to the editor.

3. **Keep it short, but say something.** Your news release should in fact contain some news. But don't try to cover every last detail. If you are announcing the appointment of a new vice president, don't give his whole life history. In most cases, it is wise to leave out all details that are not essential to the story. If, however, you think some details might be usable, add them at the end of the release, rather than mixing them with the important facts at the beginning. For length, a good rule of thumb is to hold your news release to a single page.

4. **Design the physical appearance of the release for eye appeal and easy use.** You can do a lot just by giving thought to the way a news release looks. For example, you can give it an attention-getting quality. You can give it identity and distinctiveness. By the proper combination of typographical design and color, you can make a news release stand out in a stack of

1077 John Doe Company
New York 100, New York

FOR IMMEDIATE RELEASE

DEFINITE COMMITTEE FOR OPINION ON HANDSHEET
NEWS RELEASE FORM

More than 200 editors of newspapers and wire services, industrial, business, medical, scientific and consumer publications are being surveyed by mail questionnaire to get a consensus on the form of news release that best fills their needs.

The survey is being conducted by Norman Odell Associates, Inc., a recently established public relations firm, to guide it in designing a printed news release form that will simplify the daily chore of editors by quickly identifying the news source, the client company, the individual(s) to be contacted for additional information, etc. The survey is not concerned with such things as timing of release dates, use of headlines, and typography -- for all of which acceptable procedure is already well established.

Included with the brief questionnaire being sent to leading editors are samples of tentative release forms being considered by Odell Associates. Editors are asked to cite a preference among the sample forms or, if they don't like any of them, to suggest the form of news release they favor.

Results of the survey will be announced to all cooperating editors, and will be made available to any PR agency interested in facilitating the dissemination of news to the press.

Norman Odell Associates, Inc. • PUBLIC RELATIONS
630 THIRD AVENUE, NEW YORK 17, N.Y. • YOUNG 6-8585

COLOR:
Buff

DESIGN:
Printed information at bottom

HOW THEY VOTED:
14% favored this release

other releases and make it easier for the editor to use. In one sense, the design of a news release is as important as a design of an advertisement.

Cast a favorable light

Are editors really influenced by the way a news release looks?

Yes, according to the editors who answered questions in a recent survey. Most of these editors indicated that the physical appearance of a release tends to cast either a favorable or unfavorable light on the content of the release.

A survey questionnaire was mailed to a cross-section of 217 editors who represent newspapers, news syndicates, news magazines, consumer publications, business and financial media, medical journals and publications in 32 specialized industries. Of these editors, 113, or 52%, responded.

The survey was conducted by Norman Odell Associates, Inc., a newly formed public relations firm in New York. The purpose was to obtain editors' opinions that could be used as the basis for the firm's own news release practices and the design of its own news release form.

Together with a questionnaire, the editors received three samples of news release forms. Although the content of the three releases was the same, each release represented a different style of design (see chart).

Sample A was designed with buff-colored paper. The name, telephone number, address, and trade-mark of the public relations agency were printed at the bottom of the form.

Sample B was designed on green-tinted paper, with the words "news release" emphasized at the top and with the agency's name, address and trade-mark printed at the top.

Sample C was designed on plain white paper with no printed type or artwork. Both the name of the agency and the fictitious company client were simply typed in at the top of the page.

The editors were asked to vote for the news release form they liked best.

As the chart shows, Sample B re-

NEWS RELEASE • NORMAN ODELL ASSOCIATES, INC. • PUBLIC RELATIONS
630 THIRD AVENUE, NEW YORK 17, N.Y. • YOUNG 6-8585

For: John Doe Company
New York 100, New York

FOR IMMEDIATE RELEASE

EDITORS SURVEYED FOR OPINIONS ON HANDSHEET
NEWS RELEASE FORM

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COLOR:
Green

DESIGN:
Source information printed at top

HOW THEY VOTED:
46% favored this release

Norman Odell Associates, Inc.
630 Third Avenue
New York 17, New York
YOUNG 6-8585

For
John Doe Company
New York 100, New York

FOR IMMEDIATE RELEASE

EDITORS SURVEYED FOR OPINIONS ON HANDSHEET
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COLOR:
White

DESIGN:
No printed type or artwork

HOW THEY VOTED:
40% favored this release

ceived the majority of votes—46%. Sample C, produced on white paper with no printed design, was favored by 40% of the editors.

Only 14% voted for Sample A, produced on buff paper with the printed information at the bottom.

More than half of the editors who voted for Sample B commented favorably on the green-tinted paper. Some said that this kind of use of a good color is helpful to them in identifying the issuing source of a release. Others pointed out that the green tint specifically made for easy readability.

Many of the editors who voted for Sample C also gave easy readability as the reason for their preference.

Other tips from editors

What else can you do to increase the appeal of your news release in the editor's eyes? Repeatedly, the editors covered in the survey emphasized the value of clearly identifying your company (or your public relations agency) as the source of a release. The name, address, and telephone number of the person to be contacted for additional information should be quickly apparent, the editors said.

Here are some other tips your company can use to attract the attention of editors with your news releases:

Find out what each editor wants. Become familiar with the type and flavor of his articles and columns. Find out what he doesn't use. Don't, for instance, send an obituary to a business publication that carries no personnel column.

Time your release right. Publications have inflexible deadlines. If, for example, your news is timely only prior to Christmas, make sure your release is sent well before the closing date for the December issue—which might be November 1st.

Date your release. Many undated releases go unused simply because an editor selects it for future use, then later, to play it safe, discards it because it is undated. Despite the importance of news being timely, the vast majority of releases carry no date.

Don't be afraid of sending out

news ahead of time. Simply indicate a future release date. Editors will respect it.

Use pictures, but choose them with care. Include a picture if it adds something to your story, tells it better or quicker than words, or attracts added attention.

Make your photos professional, clear. Send glossies. Identify each. Attach captions naming people, products, places.

Stick to standard sizes. Most editors' desks and files are normal sized and crowded. So avoid out-size releases, photos, booklets.

Match the publication's style. Slanting copy to the editor's style and purpose makes his job that

much easier, and your release more likely to be used.

Beyond specific style preferences, most editors prefer economy of expression, short sentences, action words. They generally dislike pompous phrases, puff, superlatives, irrelevant facts.

Finally, here are a few things *not* to do when releasing news:

Don't write "advertorials." Editorial and advertising departments in any worthwhile publication operate independently. The editor is interested in legitimate news. Keep his viewpoint in mind. If you want to advertise, buy space and write your own ticket.

Don't apply pressure. Let your release stand on its own merit. It's

HOW TO ALIENATE AN EDITOR

Here's how some agencies try to pressure publications into using their news releases. Taken from MM's own mail, this letter has been disguised to avoid embarrassment to the advertising agency that sent it.

Gentlemen:

Since our advertising agency, ~~XXXXXXXXXX~~, evaluates response to publicity releases in order to determine future advertising schedules for our company, it would be a great help to us—and perhaps to you—if you could let us know whether you plan to run the attached news release.

If you will kindly fill out the enclosed reply sheet, telling us in which issue of your publication this article will appear, it will facilitate our record-keeping and will enable our agency to more accurately judge your publication as a possible advertising medium.

Sincerely,

~~XXXXXXXXXX~~
SALES MANAGER

a million to one chance your release arrives safely. Needless phone calls or letters about its fate irritate an editor. Above all, don't hint its use will affect future advertising.

Don't send a letter. Except in unusual cases, a covering letter is a waste of time and money. And it's just one more piece of paper for the editor to shuffle.

Don't use carbons. They're hard

to read and smudge when handled. Releases don't have to be individually typed but they should be duplicated by mimeograph, offset or other quality methods. Use double spacing and leave ample margins for easier reading and editing.

Don't ask for clippings. Some publications automatically send tear sheets whether you ask for them or not. Others don't supply

them at all. In the latter case, if you want clips, subscribe to a clipping bureau or to the publication itself.

In summary, it's the editor who counts. Before you can reach the reader you've got to pass inspection with the editor. By following the suggestions offered here, you'll be ranked ahead of even some of the self-styled public relations experts. ■

THESE SUBJECTS MAKE NEWS FOR YOUR COMPANY

History of company

- Anniversaries of company, senior officers, or long term employees
- New building or radical change in office layout
- Accomplishments in sales or products
- Banquets or awards dinners

Manufacturing

- New products, methods or processes
- New raw materials—origins and uses
- Research findings for product or method improvement
- Service improvement
- Patents acquired
- New safety devices
- Time- or labor-saving developments.

Organization

- Company policies that may be affected by city, state or governmental policy changes
- Community problems solved
- Dealer relations
- Outstripping competitors
- New stock issues
- Company clubs or organizations
- Policies on credit, deliveries, return of goods or exchanges
- Distribution, merchandising or advertising methods
- Sales promotion programs
- Research that proves quality of product
- Employee training programs

Personalities

- Statements from company officers on new developments or policy
- Important talks or speeches by company personnel
- Individual accomplishments of personnel
- Visits by famous people
- Visits by groups or associations
- Promotions
- Employees who perform interesting services outside the company

Research

- Reports of discoveries
- New equipment or facility development
- Progress, industry and past research reports
- Trends in sales, production, employment
- Projected plans and programs
- Joint educational, industrial or governmental programs
- Thesis presentation and newly published information

Products and service

- New uses for existing products
- Lower price due to more efficient operation or lower cost materials
- Unusual product uses
- Bids or awards
- Prizes for products
- New designs, trademark, or package
- Large new contracts for services
- Comparison analyses for ruggedness, economy, etc.

Promotion, distribution

- Sales conventions or trade shows
- New product introduction
- New distributors or dealers
- New areas of distribution
- Unit and dollar volume of sales
- Dealer exhibits, surveys, fairs, showings
- Sales success stories
- Contests, new offers, new premiums

Trademarks, slogans, symbols

- New trademark or redesigned old one
- New slogan
- Endorsement of products or services by prominent figures
- New company symbol

Activity of employees

- Interesting backgrounds, hobbies, or accomplishments of employees below the executive level
- Increase in number of employee benefits
- New recreational facilities or activities
- Employee awards
- Safety or security records
- Retirements, births, deaths
- Civic activities

Community activity

- Local news which relates to company
- Community exhibits in which company has taken part
- Local election to office of company official



How to get **ALL** the facts about the people you hire

You gamble big money when you hire people without knowing all there is to know about them. Here's a look at the kind of things you should know about your employees and prospective employees, plus details on how to get these facts at low cost.

“It cost me nearly \$800 to fire my secretary after four weeks work,” a president complained recently.

For an investment of \$7.50 he might have saved that \$800.

It costs about \$7.50 to get a basic personnel investigation report on an employee or prospective employee. Such a report frequently uncovers facts that can't be seen on the surface. The report is usually based on a personal interview with the person's former employer by a trained investigator; complete credit, litigation and even criminal records; and an investigation of the applicant's living habits.

This kind of report could have told the above mentioned president that the secretary he hired was unable to get along with her co-workers and that she disrupted the efficiency of the office where she had worked previously.

With that knowledge, the president could have been fairly certain that she would not work out in his closely knit office.

But he didn't find out until after he had hired her. Both her applica-

WHY PERSONNEL INVESTIGATION?

Personnel investigation can help your company with both prospective and present employee problems.

With prospective employees:

1. Weeds out misfits
2. Substantiates good men

With present employees:

1. Uncovers problem employee in the making
2. Employees steer clear of trouble if they know they will be investigated
3. Makes promotion decisions sharper

tion and the questionnaire returned by her previous employer stated her job “. . . was terminated under favorable conditions”—an often used but meaningless term. The president hired her, so to speak, on a gamble—without finding out all he could about her.

It was a costly gamble. The company lost four weeks salary, severance pay, valuable training time and the expense of looking for and training a replacement.

This example is typical of many firms. And there's the fact that the higher up the job, the greater the loss if the employee does not fit.

“Any intelligent executive can make sound hiring decisions when he has a complete dossier on an applicant,” says Noel Bates, (*see picture*), president of Bates Associates, a personnel investigative agency in White Plains, N. Y. “But if the executive relies simply on information obtained from a standard application and a questionnaire returned by the previous employer, he's taking what could be a very expensive risk.”

For example, a man who applied

for a foreman's job in an eastern plant recently said he was laid off from his previous job. A completed form from his former employer had nothing adverse in it. Since the man seemed qualified for the job, the company was about to hire him. But the personnel director decided to have a personnel investigative agency check on him.

Talking directly to the man's former supervisor, the investigator learned that the man had been fired because he struck the supervisor in a fit of temper.

Why hadn't this shown up in the returned questionnaire? Because the supervisor, out of consideration for the man's large family, did not want to damage his chances for future employment.

The company hired the man, but warned him that the first flareup would cost him his job.

Said the personnel director: "He's more likely to control his temper now that he knows we know about it. That minimizes his chances of being fired and our chances of losing money on him. Taking a calculated risk instead of a blind risk, we have ourselves a good worker."

Your company wouldn't let its purchasing agent buy an expensive, intricate piece of equipment unless he first checked all the facts about it. Yet the odds are that your com-

pany is taking unnecessary gambles on limited information when it "buys" its most important "equipment" — the employee. The facts show that four out of five companies know hardly anything about the people they hire.

Here is the information you should have about an applicant to make your hiring decisions as sound as the purchasing agent's buying decisions:

1. A valid report of the applicant's performance on his previous job. In most cases, the questionnaire you get back from his previous employer is too vague to be useful. It may even reflect a picture exactly opposite from the true facts.

2. A report of his credit standing. If you don't want garnishees, it's good to know a man's financial standing before you hire him.

3. A report of his moral standing. No firm wants a man whose personal habits will embarrass the firm. Yet no former employer will brand an ex-employee as a drunkard, gambler or chaser.

4. A report of his marital life. The man beset by family problems is often too worried and distracted to do an effective job.

5. A report of any criminal activity. One company estimated considerable savings when it refused to hire a man whose record showed two convictions for destroying valuable plant equipment.

Here are two key facts to remember when you are checking out an applicant:

Don't rely on questionnaires. Most people are reluctant to condemn an ex-employee in writing—to send back a "hot" report. So say the hiring experts. That's why you can't be sure a questionnaire is factual.

Use the telephone. Often talk succeeds where letters don't. If you talk directly to the applicant's former direct supervisor, chances are you'll learn far more than you could from a filled-in questionnaire.

Many companies make the wrong hiring decisions because they haven't the time or the facilities themselves to gather all the pertinent facts about prospective employees. Consider the expense to a

New York firm, for example, if it sent one of its own personnel men to Chicago to check on an applicant's record.

The major investigative agencies have trained field investigators in key areas throughout the country. This enables them to offer thorough, speedy checking at relatively low cost.

Investigative agencies get the information from personnel interviews, as well as credit and litigation records. They don't use form letters or even phone calls. They can tap every available source of information — including many sources closed to the company itself.

Questionnaires not adequate

Although some personnel directors argue that questionnaires tell them all they want to know, the fact is that a trained investigator can get far more explicit information from a personal interview.

In one case, dependence on a questionnaire almost cost one company vice president "... the best executive secretary I've ever had."

A neat, attractive girl had applied for the job. She had 10 years experience in the field. She was an excellent typist. According to the tests the company gave her, she was of above average intelligence and showed a high aptitude for the job.

But when the questionnaire the company sent out to her previous employer came back, the vice president was shocked. It stated that she was uncooperative, slow, sloppy — just the opposite of his impression.

Confused, the vice president hired a personnel investigative agency to check all the firms she had worked for. Glowing reports came from every one of them. On that basis, she was hired.

"As for the bad report you got from her last employer," the investigator reported, "It never got to their personnel director. A girl in the office filled it out. The wrong girl, in this case. She had been extremely jealous of the girl you interviewed and consequently made out a bad recommendation. She signed the

"Don't be swayed by an applicant's

neat appearance and smooth talk."



"Nine out of 10 personnel investigations uncover nothing detrimental to either present or prospective employees."

personnel director's name on it."

Are investigations ethical?

Many firms have unwritten policies about the types of people they want. Some don't want a divorced man, or one with marital problems. Others frown on gamblers, or heavy drinkers, or those whose finances are always in a precarious condition.

Since few of these facts are likely to show up on a job application, the company wanting to know the personal side of an applicant's life can turn to a personnel investigative agency for the information.

But isn't this like a gestapo-like procedure? ask some executives. Isn't it infringing on a man's private affairs?

"Not at all," says Noel Bates. "If you want to take out a loan or open a charge account, you'd expect to have your credit references checked. If a man applied for a job, he should expect to have those things which bear on his job performance investigated. After all, why would he fill out an application if he didn't expect the facts to be checked?"

One company president who uses a personnel investigative agency to check all prospective executives explains it this way:

"We want sound men—men who are reliable in their private lives as well as on the job. We want men who can put down \$20 or \$30 for a lunch check without having to run to petty cash or borrow ahead on their expense accounts. We don't want men with something in their backgrounds that might embarrass the company. A man might be doing a good job every day, but if he's drunk every Friday night and spill-



TYPES OF PERSONNEL REPORTS

Depending upon what you want to spend, you can have a report of a man's last employment or a report of his entire life. Here are the three kinds of reports provided by most personnel investigative agencies:

THE BASIC REPORT

This report contains a man's complete credit and litigation records, a report of any criminal convictions, a personal interview with his previous employer and a verification of his residence. Generally used for lower echelon employees. Cost: between \$7.50 and \$10.50.

THE 10-YEAR REPORT

This report contains a detailed history of the past 10 years of a man's life. Included are reports of personal interviews with all employers and an investigation of all his residences during that period, a check of any criminal activity, reports from schools or colleges attended and complete credit and litigation records. Generally used for middle management employees. Cost: averages between \$20 and \$40.

THE LIFE REPORT

This report contains a detailed summary of every important phase of a man's entire life. A verification and character check at every residence, a personal interview with every employer, credit and litigations reports, investigations into any criminal activity and schools and colleges attended. Generally used only for key executives. Cost: averages between \$50 and \$100.



"It's a costly gamble to hire a man on the basis of limited facts. Yet statistics show that four out of five companies know very little about the people they hire."

ing company secrets, we don't want him. A thorough check by a personnel investigator is the only way really to find out what kind of men we're interviewing."

Nine out of 10 investigations uncover nothing detrimental to the employee, according to an analysis of investigation agency records. In fact, when a report confirms the personnel director's initial impression, management's confidence in the fellow is bolstered. The man can be given more responsibility quicker, is held in greater trust, and is in line for faster promotions.

"Companies aren't looking to blackball prospective employees when they use our services," Noel Bates says. "They hope for a favorable report to substantiate their own feelings. But when the facts are unfavorable you have a right to know them."

Potential danger

Sometimes an investigation can save a firm millions of dollars.

Such was the case with a mid-western paint company.

It was hiring 50 men to staff a new lacquer plant in Ohio. The personnel director wanted basic investigative reports on all applicants.

While verifying one man's residence, an investigator stopped in a local tavern to see if the man was known there.

The bartender knew him, said that he was new in town, and that he had mentioned living in a certain midwestern city. Checking the man's application later, the investigator could find no mention of that particular residence.

On an impulse, the investigator

asked the police in that city if the man in question had a record. The police reported that he had been convicted on an arson charge.

"Needless to say, we didn't hire that man," says the lacquer company personnel director. "Did we save anything? Who knows? He might be a vice president today. But a lacquer factory is no place to have a potential firebug."

One company that requires basic reports on all its lower echelon employees calls personnel investigation a form of hiring insurance—\$7.50 against a month or more of wasted salary, or the theft or destruction of valued goods.

Benefits applicants

Occasionally, it is only through a personnel investigative report that an applicant gets a job.

A man turned up at a large chemical plant two years ago and applied for the job of research chemist.

He was not an impressive sight.

Unkempt, sloppily dressed, halting and indecisive in his speech, he nearly lost out in the first five minutes of the interview. Even worse, he refused to talk about his previous job, especially his reason for leaving.

But the chemical company decided to have his background checked.

The report was startling. The man had done a brilliant job for his former employer. He left because of a bitter disagreement with the department manager. He did not mention the disagreement to the personnel director of the new company because he did not want to seem bitter or resentful. And the personnel report also showed that his three predecessors had left for the same reason: arguments with their headstrong boss.

The man was hired. Today he is the head of the research department with numerous patents to his credit.

HOW TO SHARPEN YOUR HIRING TECHNIQUE

Don't be satisfied with the answers on a completed application or completed questionnaire from a previous employer. Cross-check the applicant's statements as thoroughly as possible. A former employer's reluctance to condemn a man in writing can lead you to believe that the applicant is perfectly acceptable.

Use the telephone to collect information rather than letters. You can hear whether or not a previous employer is enthusiastic about a man, regardless of the words he uses. And if you talk directly to an applicant's former superior, you can learn more than you can from a completed form.



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ing machine size next to the switchboard) and flips a switch.

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Each unit of VERTI-FILE provides space for 23½ lineal feet of active records ... and positions them for faster and more efficient usage. By comparison, a regular 4 drawer file holds 8¾ lineal feet of records.

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Noel Bates says that investigations help many more employees than they hurt.

"Too often," he says, "personnel directors are swayed by the smooth talker and the good dresser. Hiring a man simply on a good first impression may leave a serious depression in the company walls later on. A thorough investigation separates the man a company wants from the phony."

Check present employees

All personnel investigation work is not confined to the prospective employee. Numerous companies have their employees rechecked every year; some as often as every six months.

A New York bank, for instance, has its officers investigated once a year. The bank wants to know the financial condition of its top men because it feels that the bank would be embarrassed if one of its officers had to take out a loan from another institution.

A large eastern discount house spot checks its employees twice a year. And the company lets its personnel know about these checks. The personnel manager feels it is a good deterrent for petty thievery.

GET THESE FACTS

Can you get concrete answers to these questions about prospective employees?

1. How well did he perform on his previous job?
2. Will his financial problems become a company headache?
3. Will any of his personal habits embarrass the company?
4. Is his home life happy or will family problems distract him?
5. Has he ever been in trouble with the law?

"We've had many clients who want their purchasing agent checked regularly," Noel Bates says. "They're always targets. If a purchasing agent who makes \$8,000 a year has a \$40,000 home, two cars and a son in an expensive college, the company can be excused for wondering how he does it."

It saved one company a lot of

***last year we provided over 125
solutions to the problems of***

Estate Portfolio Distribution

In 1958 Kidder, Peabody sold over 125 blocks of stock* which were owned by individuals and corporations other than the issuer. Many of these blocks represented parts of estate and trust portfolios, large and small.

Our successful handling of their distribution and sale was based on Kidder, Peabody's ability to find the appropriate market for the type and number of securities held—and to make the most effective use of it.

Some of the blocks were Private Placements—a major means of disposing of large blocks of stock. We offer broad knowledge and experience in determining how, when and where to use this method and the best terms on which financing can be arranged.

Others were Secondary Offerings which, in order to have maximum success, require national coverage, facilities, distribution and the ability to place stocks in the hands of strong individual and institutional buyers.

We are thoroughly familiar with the variety of techniques for selling blocks of stocks on the floors of national stock exchanges.

If you are facing problems of distribution and sale of an investment portfolio for an estate or trust, our partners would be glad to discuss your particular situation at your convenience. Call or write the Resident Partner in the Kidder, Peabody office nearest you. There is no obligation.

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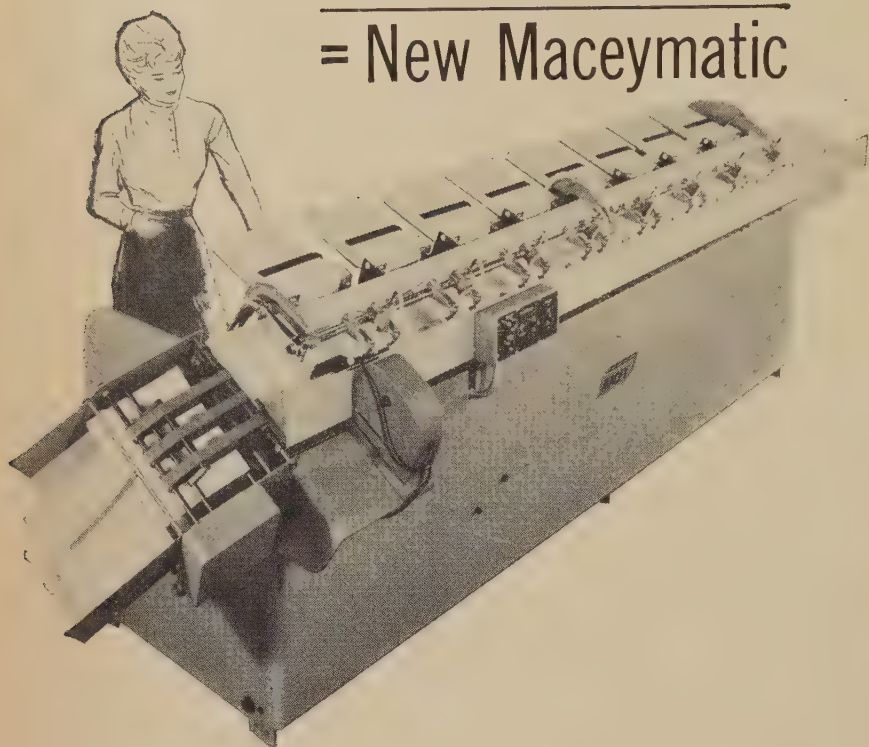
***A Partial Listing**

Number of Shares	Company
50,000	ACF Industries, Inc.
33,000	American Insurance Co.
6,000	American Investment Co. of Illinois
5,000	American Telephone & Telegraph
25,000	Bendix Aviation Corp.
37,000	Beneficial Finance Co.
10,000	Bethlehem Steel Corp.
5,000	Boeing Airplane Co.
130,000	Chrysler Corp.
10,000	Commercial Credit Co.
15,000	Container Corp. of America
100,000	Douglas Aircraft Co.
108,925	Duffy-Mott Co.
11,200	Federated Department Stores
74,925	Florida Steel Corp.
33,000	General Time Co.
20,000	Gustin-Bacon Mfg. Co.
10,000	Hertz Corp.
25,000	Interstate Power Co.
6,000	Kern County Land Co.
30,000	Koppers Co.
10,500	Louisville Gas & Electric Co.
5,000	Northern Natural Gas Co.
5,000	Panhandle Eastern Pipe Line Co.
30,000	Pittsburgh Plate Glass Co.
10,000	Plough, Inc.
16,400	Republic Steel Corp.
5,000	Richfield Oil Corp.
100,000	William H. Rorer, Inc.
9,000	Sears, Roebuck & Co.
106,150	Socony Mobil Oil Co., Inc.
10,000	Standard Oil Co. of California
177,235	Standard Packaging Corp.
150,000	Standard Pressed Steel Co.
50,000	Suburban Gas Service
11,400	Union Carbide Corp.
15,000	Union Electric Co.
10,000	United Gas Improvement Co.
5,000	United Shoe Machinery Corp.
3,500	Vick Chemical Co.

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Boston, Philadelphia-Baltimore,
Midwest and Pacific Coast Stock Exchanges*

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Maceymatic frees your clerical help for other duties. It relieves them of a tedious, exhausting job. (Often done at overtime rates.)

Automatic, fast, errorless, MACEYMATIC is inexpensive to operate. It offers such features as missing sheet detector; speed of 2,600 cycles per hour; one-minute set-up time; handles sheet sizes ranging from 5" x 8" to 9" x 12".

Booklet will help you. In case you aren't certain that a MACEYMATIC has a place in your business, send for a copy of "The Gathering Storm". It will open your eyes to facts you might not be aware of.

Free survey. Get in touch with us and we'll run a fast check of your business to help determine where and how you'd save with a MACEYMATIC... how quickly it would pay for itself out of savings.

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(Circle number 133 for more information)

embarrassment and possibly a lawsuit to have a personnel investigator check up on a suspicious stockroom employee.

He was 19 years old, made \$60 a week and was driving a brand new Cadillac convertible. He boasted that he had saved the money and completely paid for the car. When management found that the stock was disappearing, the young clerk was naturally suspected.

An investigation revealed, however, that he bought the car with part of a \$10,000 inheritance. Typical of teenage braggadocio, he hadn't mentioned the inheritance because he wanted his co-workers to think he had enough money of his own to afford the car.

The boy never knew a check was made, and the company still has a good stockroom worker.

Types of reports

Generally speaking, personnel investigative agencies have three types of reports. The costs vary with the amount of information a company wants.

A basic report, generally used for lower echelon personnel, is the least expensive. The cost is between \$7.50 and \$10.50 per employee. This report includes complete credit and litigation records on a man, as well as an interview with his previous employer, a check on his living conditions, and a report of any trouble with the law.

In the second type of report every facet of a man's life for the last 10 years is checked—schools or colleges attended, moral reputation, arrests, living conditions wherever he has been, and all his employers. These reports average between \$20 and \$40.

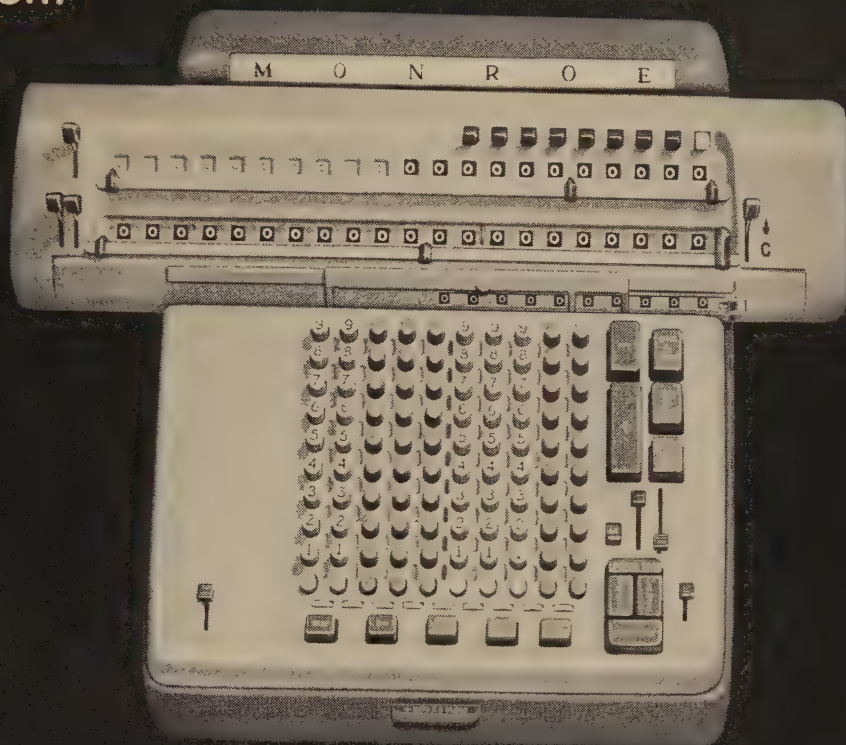
The third report is similar to the second, except that it covers a man's entire life. These reports are generally used only for key men. The average cost is between \$50 and \$100.

Right now your company has the advantages of a large labor market. Freed from the "hire 'em if they're warm and breathing" attitude of the labor shortage years, today's manager can afford to be selective.

Given an expanding labor force and the aids which take the guesswork out of hiring, there's no excuse for hiring people who are second best. ■



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*To the alert businessman they're one word. Managers who must hold today's fast moving business pace know how a Monro-Matic® Calculator translates seconds into savings. This calculator is automatically accurate... automatically simple... and, of course, automatically fast. That's why you find Monroes in cost conscious companies like:



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Twenty-five unneeded 4¢ stamps are a dollar wasted! On as few as 8 letters a day, an inaccurate mail scale that overweighs can waste you as much as \$100 a year. Just as bad, a scale that underweighs causes your mail to arrive "Postage Due"—at the expense and annoyance of the recipient, and the subsequent loss of good will. Every office needs an accurate, precision-built mailing scale these days—and Pitney-Bowes makes the best!



Six Pitney-Bowes scale models for every requirement eliminate underpayment and overpayment of postage. For the small office, the Model 4900 is accurate, easy to use, and has a handy postage computer. Larger PB models, such as Model S-103 (illustrated), have an automatic pendulum mechanism that ensures accuracy, quick and exact register; with hairline indicator, large chart markings are easy to read, make mailing fast and easy. Ask the nearest PB office to give you a demonstration, or send coupon for free illustrated booklet.

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Originator of the postage meter . . .
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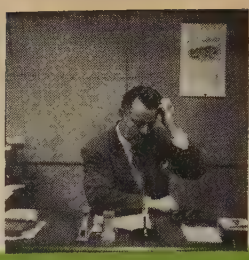
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PITNEY-BOWES, INC.
4580 Walnut Street
Stamford, Conn.

Send free booklet ☐ rate chart ☐

Name _____

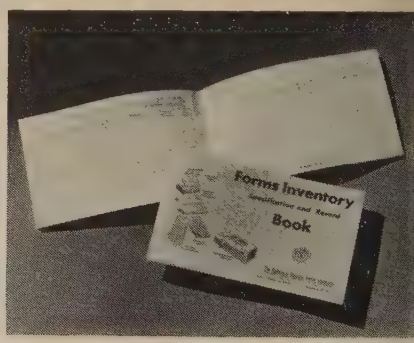
Address _____



Thought starters

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For better control over business forms supplies, the Baltimore Business Forms Co., offers without charge a specially designed inventory, specifications and record book. Entries on pages show at a glance monthly forms usage and balance on hand, signaling the



Inventory pages show at a glance usage of forms and stock on hand proper time and quantity to re-order. Each inventory is backed up by specifications page designed to accommodate all necessary data for easy and accurate re-ordering. Spaces are allotted to record size and all other forms specifications. For a free copy of this forms inventory control book, circle number 25 on the Reader Service Card.

EMPLOYEE RELATIONS
Workers are interested in company news and finances

Personnel chit-chat placed last in a recent survey of subject interest in Zurich-American Cos. employee



New Reprofax Viking streamlines office paper work

THE NEW VIKING streamlines paper work by eliminating hand-copying and retyping. In goes the original, out come clear black and white copies—in seconds. This new table-top White-printer, with its 18" printing width, can copy two 8½" x 11" originals at a time—450 per hour! Operation is cool, quiet, odorless—no vents or ducts required. Cost? Lowest of any copying process. For more details on the exciting new Viking, call your local Ozalid representative or mail the coupon today!

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publication, Mr. Robert Newcomb, Chicago employee relations consultant reports.

With 25% total response to the objective questionnaire, workers indicated interest in many serious topics. More than 70% read company news briefs, what's going on businesswise and case histories of insurance claims. Nearly 70% read financial statements, annual and interim reports.

Well over 50% of the employees like material on company history

and insurance in general. More than 80% are interested in articles on preparation for retirement.

Nearly 90% want a questions-and-answers department so they can ask specific questions about the company or the insurance field.

To gauge employee reaction to company participation in politics, this question was asked: "Would you be interested in national issues that might affect our business?" Response to that: 402 employees said "yes", 46 replied "no".

COMMUNICATIONS

Executive telephone has new time saving features

A new pushbutton internal telephone incorporates several conveniences for the busy executive. With this instrument it is not necessary to lift the receiver to ring a staff member; only a pushbutton is pressed. When the called person lifts his handset, a ready signal buzzes on the executive's unit.

Developed by the Tele-Norm Corp., the new inter-office phone also features automatic line holding. If the called phone is busy, a

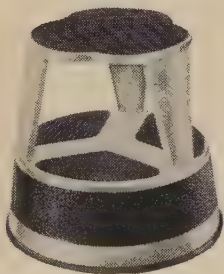
step up to new safety and convenience

with
KIK-STEP

by

Cramer

- Safety treads
- Wide platform
- Sturdy construction
- Bumper protection
- Choice of color



Reaching those high places is safe and easy with new Cramer Kik-Step! Rolls when you kick it. Holds when you climb. Nonmarring casters retract as you step up; base "grabs" floor. Step down, the casters release, and Kik-Step is ready to roll again!

Write for complete details

Cramer POSTURE CHAIR CO., INC.,

625 Adams, Dept. MM-6, Kansas City 5, Kansas

(Circle number 116 for more information)



Key men can be called on new phone without dialing or lifting receiver

memory device completes the call as soon as the line is free, allowing no other calls to precede it.

The Tele-Norm phone also provides for executive priority or cut-in privilege on a busy phone. This is accomplished simply by depressing the call button a second time and the three individuals can then converse. However, privacy is not violated since a signal alerts the two talkers that a third person has cut in.

The new phone also incorporates all automatic dialing features of standard intercom systems.

For more details on this executive telephone, circle number 249 on the Reader Service Card.

PROMOTION

Offbeat mail campaign scores 100% response

Using pigeons to carry messages is not new—but the idea was given a profitable twist recently.

Smith-Corona sent a sales letter

about its electric typewriters from its London office to selected businessmen in the city. With each letter, a box was delivered containing a homing pigeon.

When each pigeon was released, it returned, of course, to Smith-Corona's London headquarters. This was the cue to the salesman that the prospect was in his office.

In every case a personal call was successfully completed — a 100% score for this novel promotion stunt.

NEW PRODUCTS

Pocket calculator performs all the jobs of desk models

A new import from Liechtenstein is a portable calculator that weighs only 11 ounces yet calculates to 999 trillion and divides to eight decimal places.

Distributed here by the Carta Co., the precision calculator adds, subtracts, multiplies, divides, squares, cubes, extracts, square



Color-coded keyboard on portable calculator simplifies operation.

roots, does cumulative multiplication, multiplies or divides a constant factor. It figures problems in percentages, proportions, percentage of increase or decrease.

The unit, complete with metal carrying case, is priced at \$165.00.

For more details on the Carta calculator, circle number 247 on the Reader Service Card.

New copier incorporates paper dispenser, sealed fluid

The new Contouramatic Mark I, an automatic photocopier, combines high speed with flexibility in copying.

Fingers of the operator never need touch the processing fluid which is stored in a sealed disposable bag. A paper dispenser in the base of the machine saves space and waste motion.

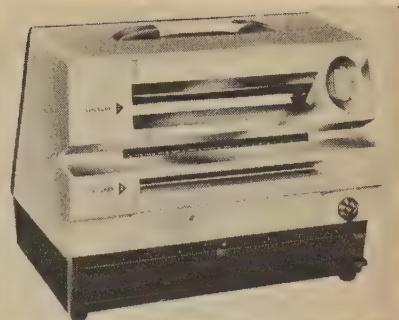
Manufactured by F. G. Ludwig,

Inc., the copier reproduces any mark made by black or colored pencil, regular or ballpoint pens, stencils, rubber stamps, chalk, crayons, duplicators, type or print.

The unit makes black and white copies up to nine inches wide on almost any stock, including transparencies and films.

Available in gray or red, this photocopier is priced at \$189.

For more information, circle number 248 on the Reader Service Card.



Sealed fluid supply feature in automatic single unit copier.

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Mink is a luxury ... but seating comfort in your office is a necessity. You'll get more and better work from your girl Friday when you seat her in a Cramer Secretarial Posture Chair. Completely adjustable, it's a "perfect fit" for her.

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After the contract is signed there's a mountain of paperwork to move

Whenever an agent writes an insurance contract, he commits his company to a tremendous volume of necessary paperwork—a complex set of records in all sizes, shapes, and weights of paper.

To help move these mountains of paper—to do it quickly, economically, and with unerring accuracy—insurance companies turn to Multilith Offset. Records needed for issuing a policy can be produced from one writing, on one machine, in one operation. Maximum efficiency is attained at minimum cost.

And after the policy is issued, the paperwork goes on through the years—with rate changes, declarations, notices, claims, reports—until final termination of the policy.

Multigraph Methods are so versatile they meet every duplicating need of business—forms, communications, promotional material. Multilith duplicating masters can accept complete data—with or without one writing—and reproduce this information repeatedly—in whole or in part—with any required additions, deletions or substitutions. In short, Multilith Offset produces complete business records with both constant and variable information—from blank paper.

Ask the nearby Multigraph field office to report on how your business can profit with Multilith Offset, or write Addressograph-Multigraph Corporation, Cleveland 17, Ohio.

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**Cutting costs
is our business**

Addressograph-Multigraph
PRODUCTION MACHINES FOR BUSINESS RECORDS

SERVING SMALL BUSINESS • BIG BUSINESS • EVERY BUSINESS

(Circle number 166 for more information)

TAX IMPLICATIONS OF

Lease-purchase agreements

Last month Management Methods carried a series of practical ideas on tax savings taken from the book, *Working with the Revenue Code—1958*.^{*} Here is another valuable idea from the book.

Tax treatment of lease purchase agreements

If an ostensible lease agreement is in substance a lease-purchase, it should be so treated under Internal Revenue rulings—even though the taxpayer benefits thereby.

KENNETH MUTZEL, CPA, Lybrand, Ross Bros. & Montgomery, Philadelphia: There has been a growing interest in recent years in the leasing, with or without option to buy, rather than the outright purchase of various types of equipment used in industry.

In most instances, sound economic reasons account for the growth in the popularity of the leasing arrangements. For example, a company which of necessity must maintain a large number of, say, fork-lift trucks might find it advantageous to have the use of such trucks without having to tie up substantial funds which are otherwise required for working capital.

On the other hand, there have, no doubt, been instances where the purpose of the leasing arrangements was to obtain a tax deduction for rentals paid, rather than for depreciation.

This latter aspect has been of growing concern to the Internal Revenue Service; and in a series of recent rulings (Rev. Rul. 55-540, Rev. Rul. 55-541, Rev. Rul. 55-542) the Service has outlined certain elements which, if existent in a contract, would require that for federal income tax purposes the transaction be treated as a time purchase and not as a lease.

True enough, these rulings will be effective in denying the "fast" write-off of assets in cases where this is manifestly the motive; but what of the situation where the chief reasons for the lease contracts are valid business ones but where, nevertheless, some of the elements cited in the rulings exist? Can the rulings be interpreted literally enough to give the taxpayer a tax break?

For example, suppose Company X normally maintains eight trucks, each costing \$2,500. The trucks have

^{*}*Working with the Revenue Code—1958*, edited by James J. Mahon, CPA. American Institute of Certified Public Accountants, 270 Madison Ave., New York 16. 238 pp. \$3.50 cloth; \$2.50 paper.



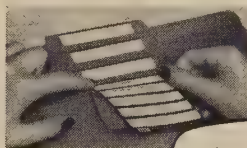
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100 PRACTICAL SOLUTIONS To Management Problems

Find them in—

THE DECISION-MAKERS

by Richard R. Conarroe,
Editor of Management Methods Magazine

Sixteen idea-packed chapters reveal the professional manager with his sleeves rolled up, making the kind of imaginative decisions that bring a company out on top.

Follow these top flight executives as they show you by their own example how to create tomorrow's sales now . . . predict and reach distant growth goals . . . build a management staff . . . handle public and private finance . . . win cooperation from your union . . . get a new plant with no capital outlay . . . work harder without ulcers . . . and scores of other real problems with solid, imaginative solutions.

This big 8½" x 11" book is fully illustrated and beautifully bound. The cost is only \$10 per copy, with quantity discounts. The book is available on a 10-day free trial basis. It makes an appropriate gift for business associates or college library.

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513 Garfield Ave., New London, Conn.
Sirs: Please send me a copy of The Decision-Makers, at \$10,
on a 10-day free trial basis.

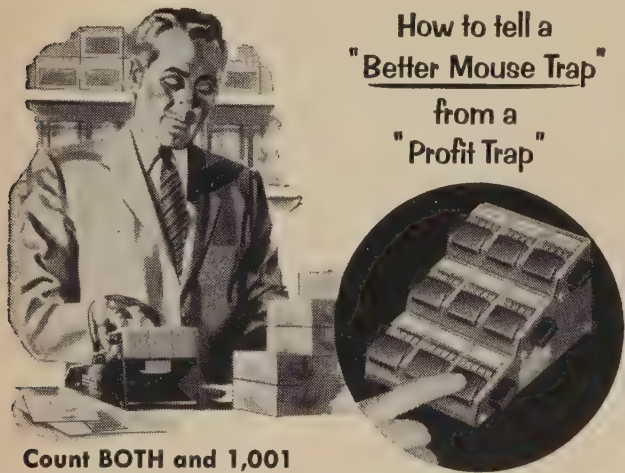
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Company _____

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(Circle number 163 for more information)

a life of four years and a salvage value of \$250. Trucks were originally purchased at the rate of two trucks per year, and are replaced at the end of useful life, the estimated salvage being realized. During 1956 it was decided to lease new trucks as the old ones were replaced, since it was felt that the arrangement would release additional working capital. Under the lease arrangement, the "rental" was based upon the amortization of the truck cost over, say, 60 months, plus interest at a specified rate on the unamortized cost. The lease specified that the lessee would maintain the trucks, and that title would pass to the lessee at the completion of the "amortization" payments.

Undoubtedly, the transaction would, under a literal interpretation of the Service rulings, be considered a time-purchase, rather than a lease.

How would this affect the taxpayer? Let us assume

\$5,000 annual addition DECLINING-BALANCE DEPRECIATION

Year of purchase	1956	1957	1958	1959	1960
1956	\$2 500	\$1 250	\$ 625	\$ 125	
1957		2 500	1 250	625	\$
1958			2 500	1 250	
1959				2 500	1 250
1960					2 500
	<u>\$2 500</u>	<u>\$3 750</u>	<u>\$4 375</u>	<u>\$4 500</u>	<u>\$4 500</u>

LEASE AMORTIZATION

Year of purchase	1956	1957	1958	1959	1960
1956	\$1 000	\$1 000	\$1 000	\$1 000	\$ 0
1957		1 000	1 000	1 000	1 000
1958			1 000	1 000	1 000
1959				1 000	1 000
1960					1 000
	<u>\$1 000</u>	<u>\$2 000</u>	<u>\$3 000</u>	<u>\$4 000</u>	<u>\$4 000</u>

that the declining-balance method of depreciation has been adopted (at 200% of the straight-line rate). The figures below indicate the annual deduction for federal income tax purposes under that method and under the lease amortization schedule.

As disclosed by these computations, the company would obtain a greater deduction in the earlier years under the time-purchase concept than under the lease concept. Will it be permitted to do so—i.e., can the taxpayer invoke Revenue Ruling 55-540 to its own benefit?

Mr. Mutzel believes that it certainly should. Revenue rulings are not one-way streets and in the case of this particular ruling, it is the substance of the arrangement that is being sought. Therefore, substance should prevail, whether it is the government or the taxpayer who benefits therefrom. ■



your company
is judged
by the office
you keep

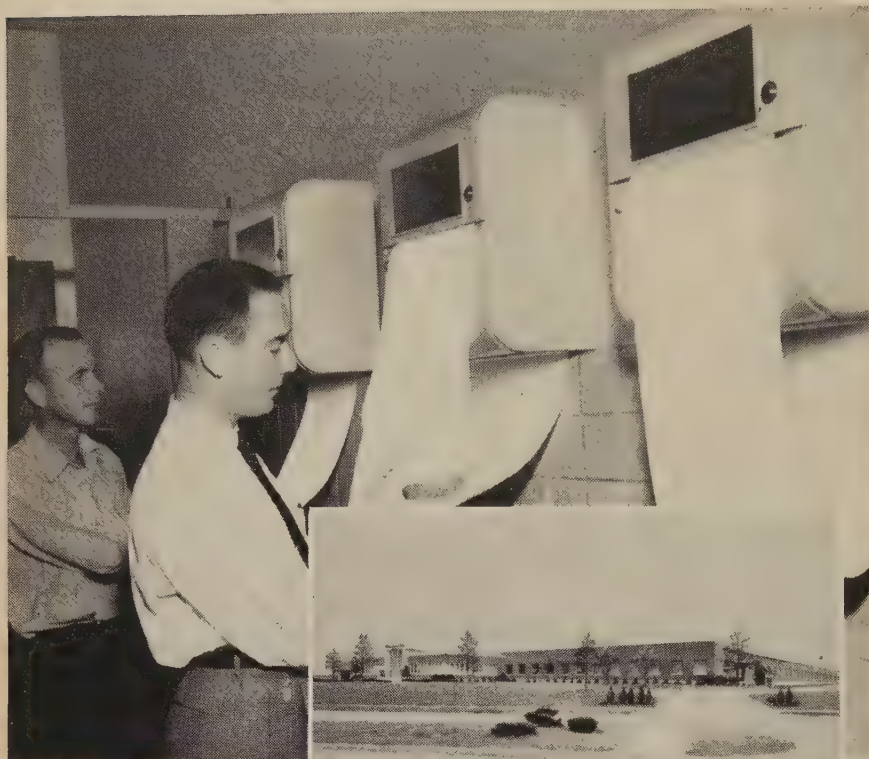
This Cole Steel office affords a discriminating setting combining luxury with efficiency, comfort with quiet good taste. Desks, credenza, settee and chairs harmonize in texture as well as color . . . and are constructed to last a lifetime. Here is but one example of how Cole Steel office furniture creates the office you want . . . the impression you want to give.

Cole Steel gives you the distinctive atmosphere that reflects the character of your organization, and makes your office an inspiring place to work. See for yourself why Cole Steel is so far ahead in the office equipment field. Send for our FREE color catalog . . . today. Cole Steel Equipment Co., Inc., Dept. 36, 415 Madison Ave., New York 17, N. Y.

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(Circle number 111 for more information)

28% lower maintenance cost with Cotton*, says Plough, Inc.



*Fairfax toweling used by Plough, Inc., is supplied by American Linen Service Company, Memphis, Tennessee.



● During its half-century of growth, Plough, Inc., has been the company behind such familiar household names as St. Joseph Aspirin, Musterole, Coppertone. These products are prepared in an ultra-modern plant in Memphis, Tenn., by over a thousand employees. And because management is constantly concerned with keeping costs down while improving working conditions and product quality, cotton toweling is a major housekeeping help.

Plough's maintenance cost: down 28%. Employee relations: up, with the at-home comfort of cotton. Washrooms neater, sanitary conditions high. These advantages of cotton towels are typical of the reports from all kinds of plants, buildings, and institutions. Why not check into them yourself? For complete information about cotton towel service, write for free booklet to Fairfax, Dept. R-6, 111 West 40th St., New York 18, N.Y.

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Clean Cotton Towels...

Sure Sign of Good Management

Fairfax Towels



WELLINGTON SEARS COMPANY, 111 WEST 40TH ST., NEW YORK 18, N.Y.

(Circle number 158 for more information)



Business electronics

Data processing system is fully transistorized

Radio Corp. of America has introduced a general purpose completely transistorized electronic data processing system. The package, which includes computer and auxiliary input and output equipment, carries a monthly rental of \$13,500. Out-right purchase price is \$675,000.

This new RCA 501 system bridges the gap between electro-mechanical accounting machines and giant computers, and puts it within range of the average company, according to President John L. Burns.

Use of tiny transistors throughout instead of electron tubes requires only half the floor space of comparable conventional computers.

Several time-saving features are incorporated in the new system. It records variable length messages in actual space needed rather than in predetermined fixed lengths. This can save miles of tape and hours of machine time.

The unit can read and act on data whether tape is being run forward or backward. The memory unit has a capacity of 16,384 characters which can be expanded to 260,000 characters by adding other magnetic core units.

Results of its calculations are reported at the rate of 600 lines a minute, with up to 120 characters per line. Two identical tracks on the magnetic tape pro-



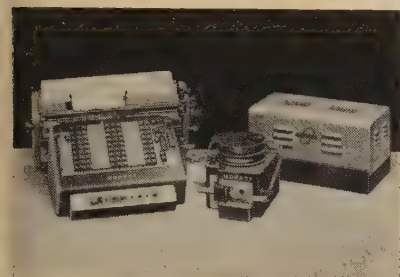
vide a double check on the recorded data. Calculations are performed twice and then checked for accuracy.

For more details on this RCA data processor, circle number 252 on the Reader Service Card.

New data processor can be adapted to changing needs

A versatile machine, introduced by Monroe Calculating Machine Co., simultaneously punches tape or cards as a by-product of regular accounting jobs.

A control chassis with simple plugboard allows the unit to be re-programmed right in the user's office. A removable encoder board permits choice of five-, six-, seven- or eight-channel



Control panel at base of accounting machine operates punching units.

tape, or direct connection to an IBM 024 card punch.

A built-in motion check on the punch insures that every figure coded by the accounting machine is recorded on the tape. Any malfunction of the punch is signaled on the control panel and the accounting machine automatically stops.

Named the Synchro-Monroe President, this IDP unit is available in one-, two-, three-, or four-register models.

For further information on this data processor, circle number 257 on the Reader Service Card.

New printer completes operation in single pass

Remington Rand announces an electronic printing unit that computes, edits, punches, prints on both sides and segregates any tab-sized documents in a single operation.

The new solid-state Univac

ONLY FULLY TRANSISTORIZED PORTABLE dictation machine with All controls in your hand



(Photos 1/2 actual size)
8 1/8" x 6 1/4" x 1 5/8"—4 1/2 lbs.

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WHILE TRAVELING
OR AT HOME

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Comptometer Corporation
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Microphone Control. ALL operating controls are in the full hand-size mike. Makes dictation as easy as talking.

Perfect Dictation Every Time. No confusing corrections. Just dictate new phrasing over old—perfect dictation always!

LIMITLESS-LIFE DICTATION BELT PAYS FOR YOUR CORONET

Uses same Erase-O-Matic non-slip belt as Standard Desk Machine. Belt can be reused thousands of times. No recurring costs as with ordinary belts, discs, cylinders—a saving that pays for your Coronet. Belt is easy to insert and remove. Operates on 6 small mercury batteries, available anywhere, or on A.C. with tiny power pack.

Scaled down in all but performance, here's big machine service and big new advancements, at your hand wherever you may be—complete portability!

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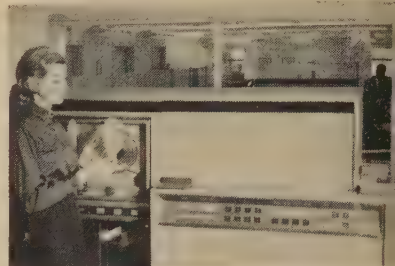
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COLUMBIA RIBBON & CARBON PACIFIC, INC., DUARTE, CALIFORNIA

(Circle number 112 for more information)

printer can be used for payroll checks, inventory cards, reply cards, dividend checks, bills and other applications. It fully processes documents at the rate of



Magnetic tape is fed directly into printer, bypassing peripheral units.

1,456 lines per minute. As many as 1,820 characters can be printed on one card.

Magnetic drum storage capacity of 50,000 digits permits a wide variety of programming control, editing and mathematical operations.

Survey findings on use of automation equipment

Prompted by the growing interest in automation, the National Office Management Association recently surveyed 14,000 of its members on their data processing equipment.

Almost 30% or 3,936 companies of various types and sizes replied to the questionnaire. Here are some of the findings:

Fifty per cent of the firms with more than 5,000 employees used medium sized computers. Medium computers were reported by 25% in the 1,001 to 5,000 employee group, and by 18% in the 1,000-or-less employee category.

Full scale computers were used by an impressive 42% of the largest companies. No company with a staff of less than 251 reported use of a big computer.

Payroll was the favorite application among users of medium computers. Runners-up included accounting, engineering computations and inventory.

By far the most popular job for giant electronic brains, according to the NOMA survey was engineering computations. Among clerical applications payroll and inventory tied for the lead.

Royal McBee is cutting automation down to size



NEW KEYSORT TABULATING PUNCH

**Today's only machine that
automatically code-punches
and tabulates original records**

The new Keysort Tabulating Punch operates on a unique principle. It code-punches quantities and amounts into the body of your original Keysort cards as a by-product of establishing accounting controls. This same machine then automatically processes these proven records through basic accounting functions to the preparation of necessary management reports.

The proven speed and flexibility of Keysort for classification is now coupled with internal code-punching for machine tabulation of original records. This is the Automatic Keysort System . . . a new concept that allows you to proceed in an orderly

and profitable manner toward office automation along with the growth and expansion of your business.

At a rental of less than \$100 a month, this versatile machine is simple to operate and readily adaptable to centralized or decentralized procedures in companies of all sizes. In many important areas of plant control — job costing; labor distribution; inventory; labor, material and production control; sales and order analysis. In retail customer billing. In service organizations and hospitals — in every type of operation requiring fast, accurate data processing.

Call your nearby Royal McBee Data Processing Representative to arrange for a demonstration, or write Royal McBee Corporation, Data Processing Division, Port Chester, N. Y. for illustrated brochure S-565.

ROYAL M^CBEE • *data processing division*

NEW CONCEPTS IN PRACTICAL OFFICE AUTOMATION

(Circle number 144 for more information)

Clutter-Proof

*...it's almost
like having
two desks*

You couldn't afford to give every office worker two desks. But these new Shaw-Walker "Clutter-Proof" desks nearly double your usable *work* space without extra floor space.

How's it done—More drawer space, more top space, more in-built working conveniences than you have ever seen. Even the letter trays, telephone and wastebasket are in drawers.

So confusion-proof are the drawer interiors, so perfectly do they organize everything needed at any desk—you get

more done easier and faster.

But this remarkable "Clutter-Proof" Desk is only one of Shaw-Walker's time- and space-savers that will help reduce your office costs. There are automatic expanding file drawers; step-saving fireproof cabinets; error-proof filing systems; time-saving payroll plans; efficient automation accessories and numerous others.

See them all at one of our 17 branches or 470 dealers. Or write for our 252-page colorful catalog, the Office Guide.

"Look! More drawers, all organized to keep the top free of clutter."



SHAW-WALKER

Largest Exclusive Makers of Office Equipment
Muskegon 65, Mich. Representatives Everywhere



OFFICE SPACE CHANGES

can be painless

Suppose you want to make a change in office layout right now. Will it cost a lot of money and take a lot of time? Not if your office is planned on the common sense basis of modular design. Here are the facts about the module and why office planners are using it.

Healthy If your company is healthy, one fact is inevitable: there will be changes in your office layout this year, next year and the years after that.

But will these inevitable changes be a major expense or a minor one?

Major expense

A medium sized eastern company decided to alter its executive offices

to accommodate more people. This decision meant a major expense.

Interior walls had to be knocked down and rebuilt elsewhere. The entire area had to be rewired for new lighting and to provide electrical outlets for all the new offices. New telephone lines had to be laid. New flooring had to be put in. Wall painters were called in. New air conditioning ducts had to be installed and a new ceiling hung.

To compound the costs and inconvenience, the office was in complete turmoil for 10 days while the work went on. The total cost of time lost plus the huge costs of alterations ran into thousands of dollars.

(Please turn page.)

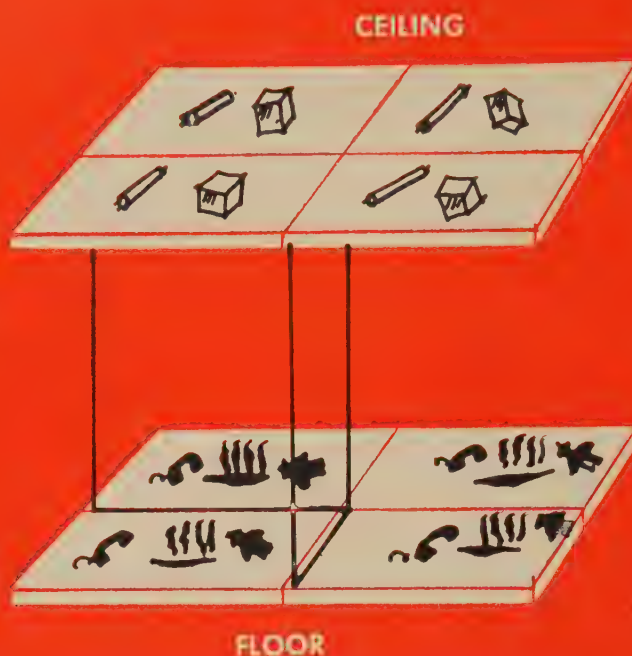
Photo above illustrates two types of movable partitions. With modular planning, they can be shifted overnight.

This

is the

modular

idea



Minor expense

A similar company in the same city made corresponding changes in its office space. But this company made the changes in 1 and ½ days and at a cost of under \$400.

What made the difference?

Simply this: the second company had planned its office space on the common sense basis of modular design. Consequently the company has all the office flexibility it needs. Result: huge savings.

Your company can achieve the same kind of savings in money and time. By applying the modular concept, you can often make changes in office space overnight.

Modular planning

What is a module?

"A module is much like a child's building block," says Gerald Luss, design director of the office planning firm, Designs for Business, Inc. "It is a cube-like unit of construction. Each cube or block can contain all the elements necessary for an office—lighting, heat and air conditioning outlets, a telephone connection and so on."

Designer Luss is credited with developing the modular concept for modern office planning. He suggests that you visualize an office planned on a modular basis by picturing a giant checkerboard on the ceiling and floor of the area. Each square in the checkerboard is a module. You can make offices of any size or shape by enclosing a series of modules within movable walls.

Movable walls are the key to the modular concept. The movable walls are scaled to the dimensions of the particular module used in a given office. For example, if an office is designed on the basis of three foot modules, the base of each movable wall segment is also three feet.

"This means the walls can be moved anywhere in the office to expand or contract space," says Luss. "Since each module contains heat, light, electricity and so on, all you do to change space is reposition the walls and furniture."

Initially, movable walls cost more than fixed walls. But as the chart on page 78 shows, movable walls

usually become more economic after one move, and the economic mounts with each additional move.

Because of the inevitability of office changes in any dynamic company, many office designers are now avoiding fixing walls whenever possible. They say that building an office with fixed walls is like buying your wife a life-time supply of size 12 dresses.

Like buying a woman's wardrobe to suit her changing proportions and moods, the use of movable walls offers flexibility in styling plans and flexibility in size and shape. Movable walls can be fabric-covered or made of glass, steel, plastic or wood. They are made in varying heights but when floor-to-ceiling partitions are used, they look as permanent as fixed walls. Using movable partitions, the character of an office can be varied to suit the company's occupant's taste.

Space flexibility

No company can accurately estimate the nature of its office space requirements 20 years from now. But experience shows that movable



Lighting

Cabinet

Shelves

Counters

Work-tables

Files

As this picture shows, modular design can be incorporated into all aspects of the office, providing total flexibility. However, this kind of flexibility is not always necessary.

walls and modular design can provide any necessary degree of flexibility.

For example, one large company came up with a critical space problem. The company had just been formed from a merger of two smaller firms, and it needed adequate office space to house its combined sales department.

One of the merged companies was in the process of having its office space designed at the time of the merger. The newly formed corporation decided to take over these offices. But because the company had not yet crystallized its organization, the designers were faced with the task of setting up sufficient office facilities without knowing for what jobs, or for what and how many personnel.

The problem was solved by designing the offices for utmost flexibility. This meant a highly integrated modular system, incorporating not only the floors and ceilings, but the furniture and office equipment.

The ceiling system, made up of three foot square modules, was

luminous for uniform light. No matter where walls were set up, each office would be well lighted. Each module also contained air ducts for uniform air flow—both heating and air conditioning.

In the floor, each module contained wiring for electrical outlets and all necessary telephone lines.

Furniture and office equipment was designed in multiples of three feet, so that it would conform to the modular design no matter where the movable walls were relocated.

What made the wholly integrated modular system particularly advantageous to this company was that provisions could be rapidly made to absorb sales personnel and executives as they came in from the two merged companies.

In the four years this office space has been in use, changes in office layout have been made nearly once a month. The company estimates savings of \$60,000 just by the fact that movable partitions instead of fixed walls are used.

Hidden savings have occurred in this case because the changes have been made in the evening, during

non-working hours. The offices are "out of commission" only when they aren't being used anyway.

When to limit flexibility

If you do not anticipate major changes in your personnel or office space, it is likely that you do not need total flexibility.

But any office that is subject to change—and every office is—should have a degree of flexibility. The question you should ask is—How much flexibility does our company need to solve the space problems that are sure to arise?

A New York advertising agency wanted to achieve a special kind of office flexibility at low cost. The agency worked mainly on special projects of various kinds. Therefore, the goal was to create office space that would make it easy to move people around to form various kinds and sizes of work groups. The people making up these ever-changing groups were mostly specialists like artists and copywriters—men and women who seldom required all the office facilities that executives might require, such as

The movable walls enclosing this office can be shifted quickly to expand or contract the space. The furniture is built in proportion to the size module used here. It will fit in any redesign of the space.



FIXED VS. MOVABLE WALLS

A cost analysis

Average fixed (masonry) wall		Average movable wall	
Initial construction	\$20.00*	Initial construction	\$30.00*
First move		First move	
Demolition (in- cluding rubbish removal)	\$ 5.00	Removal and relocation of movable partitions	\$ 7.00
Erection of new wall in new location	\$20.00		
Total cost		Total cost	
after first move	\$45.00	after first move	\$37.00
after second move	\$70.00	after second move	\$44.00
after third move	\$95.00	after third move	\$51.00

*Both costs based on complete and finished installation, including equal number of pro-rated doors (estimated one door per average office).

All costs in this chart are based on New York City Building Trades Standards. Figures for the fixed wall costs were taken from an itemized remodeling bill received by a New York insurance company. The movable wall costs represent the expenditure of a similar size company for a comparable remodeling job.

telephones or even separate electrical outlets. Total privacy was also far less important.

Because the working requirements were fewer, it was possible to use a modular method of design at extremely low cost. Only an occasional module was supplied with a telephone outlet and special electrical outlets. Instead of floor-to-ceiling partitions, lower cost six-foot-high partitions were used.

As a further cost saving, the size of the module was determined partly on the basis of the size of the majority of the furniture that the agency already had. This contributed to the flexibility of the office and eliminated the need for buying new furniture.

Cost of conversion

To convert to a modular system, you don't have to tear down everything in your office to start from scratch.

One firm, for instance, had a ready installed an expensive lighting system before it decided to convert to a modular system. Instead of tearing out the lighting and air ducts, fixtures were merely shifted and realigned, and extensions were added to the air ducts to bring both elements into a modular arrangement. A new surface of acoustical tile covered the evidence of alterations, but 90% of the original investment in lighting fixtures was saved.

Flexible permanency

These days many firms sign long-term leases of 15 or 20 years for their office space. Flexibility is important to such companies because it means maximum utilization of space both now and in the future.

But such flexibility is even more vital for the company that occupies its own building. In this case, management must consider the need to provide for changing space needs for the full lifetime of the building.

One such company is a large New England insurance firm.

Since occupancy is anticipated "forever," Designs for Business, Inc. decided that the problem of meeting the company's growth requirements could be solved only with the

Thanks to *automatic xerography*...



A. Z. Mellon, left, supervisor, reproduction department, at Westinghouse jet engine plant, Kansas City, and O. D. Lambirth, section engineer, examine a series of offset paper masters that emerge as a continuous roll at the rate of 20 feet a minute

from the Xerox® Copyflo® 11 continuous printer, background. The Copyflo printer has cut Westinghouse's average cost of preparing a master from 40 to 8½ cents, and saved additional time and money in other paperwork duplicating applications.

Westinghouse of Kansas City Saves \$35,000 yearly

Xerox® Copyflo® 11 continuous printer—*automatic xerography* at its brilliant best—has reduced the cost of preparing offset paper masters by nearly 80%, and stepped up reproduction capacity 25 times at the Westinghouse jet engine plant, Kansas City.

In so doing the Copyflo printer is turning out clear, high-quality, paperwork reproduction at a faster rate than the division ever attained previously by any other method.

The Copyflo continuous printer is saving Westinghouse \$35,000 yearly. Recent changes in plant operations that will permit greater utilization of the Copyflo printer are expected to double these savings.

Prior to its installation, the cost of preparing an offset paper master, for instance, was approximately 40 cents. Now it is 8½ cents.

Westinghouse previously could turn out only 200 masters a day. Recently, it prepared 617 in one hour on the Copyflo printer.

Reproduction work at the Aviation Gas Turbine Division in Kansas City consists largely of forms, sketches, engineering drawings, change notices, and specifications. An important part of the volume is the reproduction of operational lineups, of which 100,000 to 140,000 a month are turned out.

Of priceless worth to Westinghouse is the speed with which engineering-drawing changes now reach production lines. Changes are distributed sooner, thus saving tremendously in machining operations.

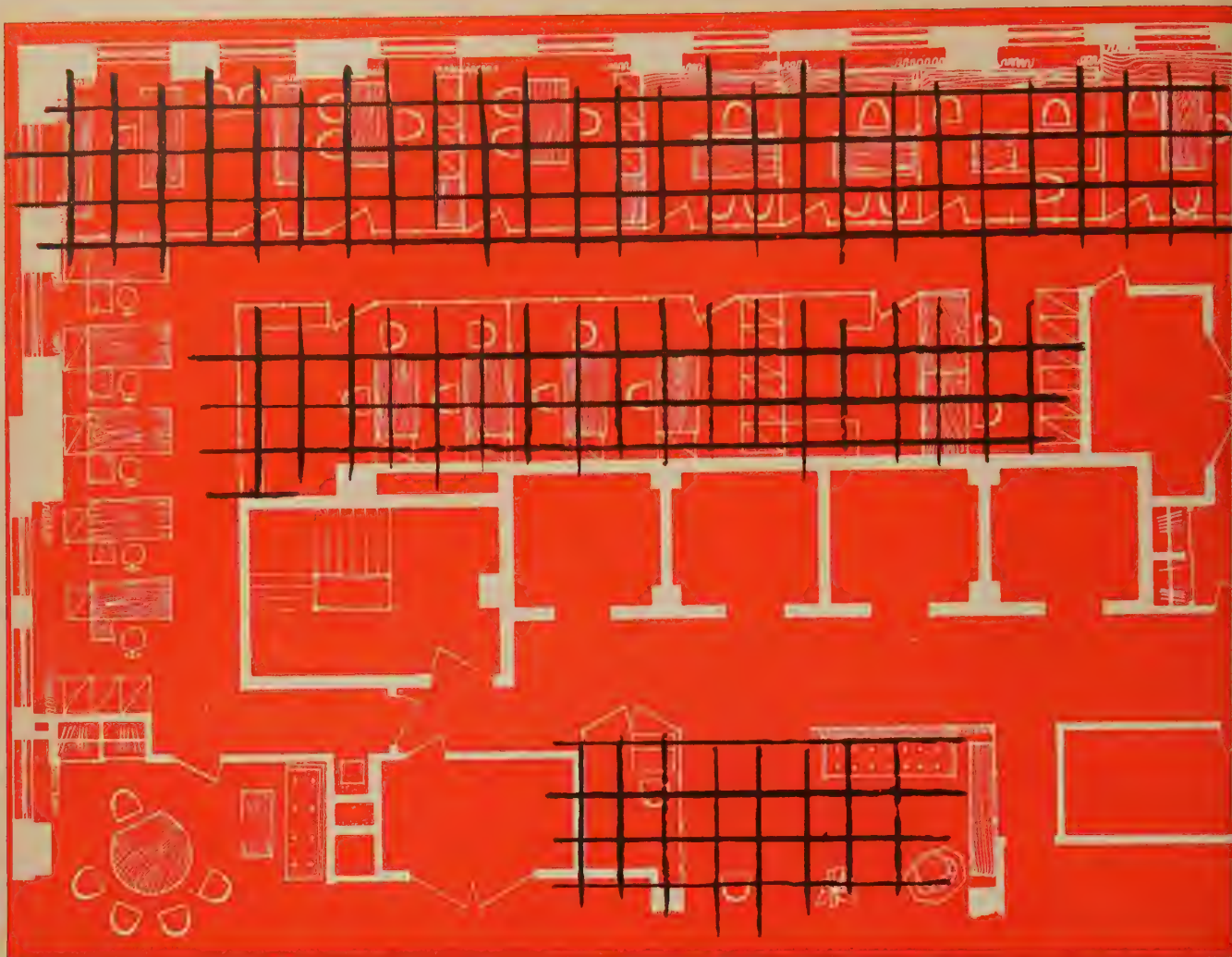
A Copyflo continuous printer is an automatic copying machine operating on the electrostatic principles of xerog-

raphy to produce dry, positive prints or offset paper master ready for immediate use. The prints or masters—in enlarged, reduced, or the same size—emerge from the printer at the rate of 20 feet a minute on a 2,000-foot continuous roll 11 inches wide.

Wherever fast and economic copying of thousands of *different* documents is the need, look to the Copyflo continuous printer for the happy solution. For full details write HALOID XEROX INC., 59-191X Haloid Street, Rochester 3, New York. Branch offices in principal U. S. and Canadian cities.

HALOID XEROX®

(Circle number 127 for more information)



This illustration shows the floor plan of an office designed for modular flexibility. The grid shown in black indicates the actual module areas. The walls enclosing the offices are movable partitions and can be easily shifted to accommodate any expansion or contraction in office space needed.

most advanced concepts of modular flexibility.

Two office sizes were needed: one about 10½ by 14 feet, the other 14 by 14 feet. A 3½ foot module satisfied the requirements.

A ceiling system which looks like a series of egg crates and is lighted by a luminous technique was built. The "egg crates" serve three purposes. They distribute light evenly throughout the office; they act as diffusion units to spread warm and cool air uniformly; and they permit sound to rise into the sound-absorbing, light reflecting surface above.

An aluminum frame, built in squares of 3½ feet to conform to the module, holds up the egg crates. At every juncture of the frame is a hole into which a post can be inserted. The posts form the supports for the partitioning system. Posts can be placed anywhere

in the building at 3½ foot intervals to provide for any office design the company requires.

The floor contains all the electrical wiring and telephone lines the company might ever use.

Because of the diversity of offices that will be in the building, many different types of paneling were provided for. An executive might have wood partitions, a department head might prefer burlap-wrapped panels. Glass, steel, or plastic panels accommodate staff personnel — clerical and stenographic employees.

How much flexibility?

There's no pat answer to the degree of flexibility you need, because every office has special requirements.

"Different conditions as well as different requirements call for dif-

ferent interpretations," says Designer Gerald Luss, "No matter what type of building a designer might have to tackle, proper analysis will always tell him the basic elements he must build into a modular system.

"For instance, in a big, dark and poorly ventilated building the designer knows he has to incorporate lighting and air ducts into his ceiling. But whether he soundproofs them is up to the particular wishes of the tenant of the building."

Is modular assembly the only way to get office flexibility?

"No," says Luss. "But modular assembly is the best way to get the kind of flexibility that offers solid dollar-and-cents saving." ■

To receive a free list of movable wall manufacturers, circle number 173 on the Reader Service Card.



She does more, you save space with this "L" work station from ASE

In the same floor area as an ordinary desk and chair, you can have additional work space and storage with this ASE "L" work station. This double exposure demonstrates the ease and convenience of the L-unit. It divides work into two areas—puts files, reports, reference material at fingertips. All you do is swing from one side to the other, no reaching, no lost motion.

The ASE L-unit is an efficient desk. It puts high-cost floor space to work and provides a better organized office layout. What's more, it's made to ASE quality standards—designed for easy care, lasting beauty. Why not ask your ASE dealer about this space-saving, time-saving L-unit? You will find a complete selection of colors as well as top materials.



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Desks • Chairs • L-units • Credenzas • Tables
Bookcases • Filing Cabinets • Storage Cabinets

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"Some people call it scientific management but I think rational management is a better term."

DEAN TEELE

(Continued from page 41)

habits of thought. Their minds open up as a result of the fact that they are attacking real business problems with men of completely different backgrounds and who take quite different approaches to the same problems. They find this a highly illuminating and refreshing experience—both inside and also outside of the classroom.

The third thing that happens—and this is important despite the fact that we didn't originally plan on it—is that the men get a chance to see the real significance, the real contribution that effective management makes. They get, if you will, a professional attitude.

Q. What characteristics compose this professional attitude?

TEELE: There are three parts to it.

First, the manager with the professional attitude seeks to do as rational a job as he can. He learns and uses every rational method and device that will add to his decision-making skill. Some people call this scientific management; I think rational management is a better term.

Second, the manager with the professional attitude holds an attitude of genuine responsibility toward his job. He looks upon himself as having responsibilities both within the company and within the community.

Third, he views his job in a way that approaches—it may not be exactly like, but it approaches—the sense of professional significance that men in older professions hold toward their work.

QUESTION NUMBER 3

How can companies—small and large—recruit and hold the kind of management manpower they need?

Dean Courtney C. Brown
Columbia University

Q. Dean Brown, if you were a campus recruiter, what would you do different from the way present campus recruiters operate?

BROWN: I would play the opportunity theme much louder than the security theme. I believe the people who respond to the appeal of security are not necessarily the people I'd want most in my company. They might be good people, but I'd be out to get the fellow with the plus quality.

Q. Would you say that the degree to which a man responds to the appeal of security on the one hand and to the appeal of opportunity on the other would tend to indicate the caliber of his future performance as a manager?

BROWN: I don't know that I'd want to press it that far. But other things being equal, I'd rather have the young man who has enough confidence in himself to be looking for a job where he'll

have a chance to show what he can do, as against the young man who is looking for a job where his future will be planned for him.

Q. Do you think large companies or small companies usually have the advantage in attempting to re-

"Some of the best graduates would prefer to work in a small firm."

DEAN BROWN





...so in many cases one

Office Automation Dollar

does the work of two!

IF YOUR FIRM faces alert competition, your Office Automation Dollar is today your key business dollar—the *savingest* dollar you spend! A modest number of dollars spent for Friden automation units can bring your biggest economy—no need to budget a fortune!

All Friden equipment is relatively low in cost and individual units can be combined to meet the special work-flow needs of any type office. Start with one Friden unit, then add another and another as *each pays for itself!*

Friden automation units range from the astonishing Tape-Talk machines—the Computyper®, Flexowriter®, Teledata® and others of this group—to the brilliant Friden Calculator, *The Thinking Machine of American Business*, and Friden Natural Way Adding Machines.



Flexowriter® Programatic

FOR EXAMPLE—

sales orders, invoices, purchase orders
up to 90% automatic

The Friden FLEXOWRITER® Programatic is one of the basic Tape-Talk machines. Flexowriter prepares sales orders 70% automatically from edge-punch cards or tape, and produces automatically by-product tape or tab cards, eliminating manual punching and manual verification. By-product tape actuates Flexowriter to type automatically up to 90% of invoice, while operator 'fills in' average of only 10%. Flexowriter provides similar advantages for other office routines.

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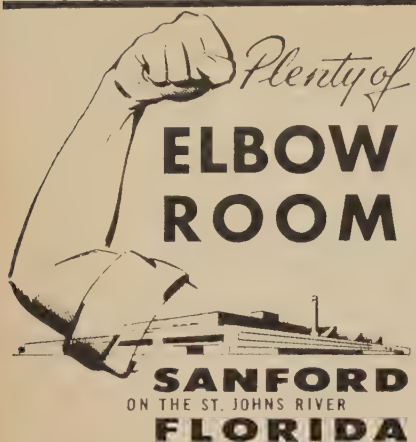
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has the system

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JOYS OF SMALL TOWN LIVING... fishing, boating, golf, friendly neighbors, plenty of sunshine

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FREE... Write for **FACTS OF LIFE IN Sanford.**

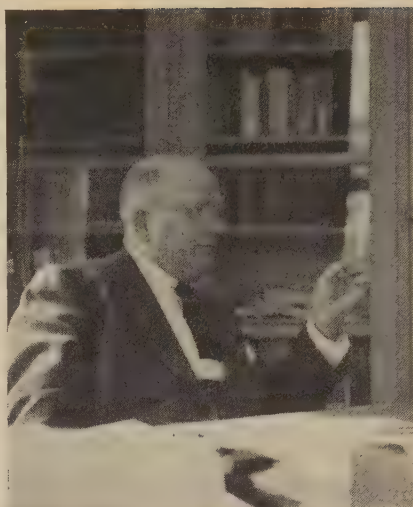


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Seminole County

CHAMBER OF COMMERCE
DEPT. 6, SANFORD, FLORIDA

(Circle number 147 for more information)



"An 'assistant to' job is no place for a man starting out."

DEAN BROWN

cruit top caliber business school graduates?

BROWN: I think the big companies have the nod, usually, although there are some exceptions. I think part of the big companies' advantage is that even the best of the small companies frequently feel that they couldn't successfully compete with big companies in college recruiting, so they don't try. If more small companies did send recruiters to the campuses, I'm sure they would discover that many graduates—including some of the very best ones—would prefer to become part of a small organization.

Q. Some small companies say that instead of trying to compete for recruits on the campus, they'd rather try to attract good men away from bigger companies after these men have gained some experience. These small companies say that they can commonly accomplish this by offering the young men more responsibility than they have been given in their big companies. In your experience, how valid is this method of acquiring manpower?

BROWN: That approach has some validity to it. The reason is that every beginning employee of a large corporation must expect to go through a period of routine assignment. During this period, the ceiling may seem low and he may even feel forgotten. It may take him two, five or eight years to break through this period. And during this period, an offer of a more

responsible job in a smaller firm may be very enticing.

At Columbia, we try (I'm not sure we are successful) to convince our graduates that this waiting period is part of the process of orientation, and that they should be prepared for it. Large companies in particular are not going to throw the graduate into a key position until he has gained a little seasoning.

Now what sometimes happens is this. If a small company moves in on these fellows during the seasoning period, it is most likely to attract away the least purposeful individuals—that is, those who have the least amount of "stick-to-it-iveness." This kind of fellow may drift away from a small company just as rapidly as he can be attracted away from a large firm.

Q. Can't the graduate sidestep this seasoning period, as you call it, and get to the bottom on the management ladder by seeking a position as a staff assistant to a major executive? That way, although he may not have any direct management authority, he at least gets a top level management view of things.

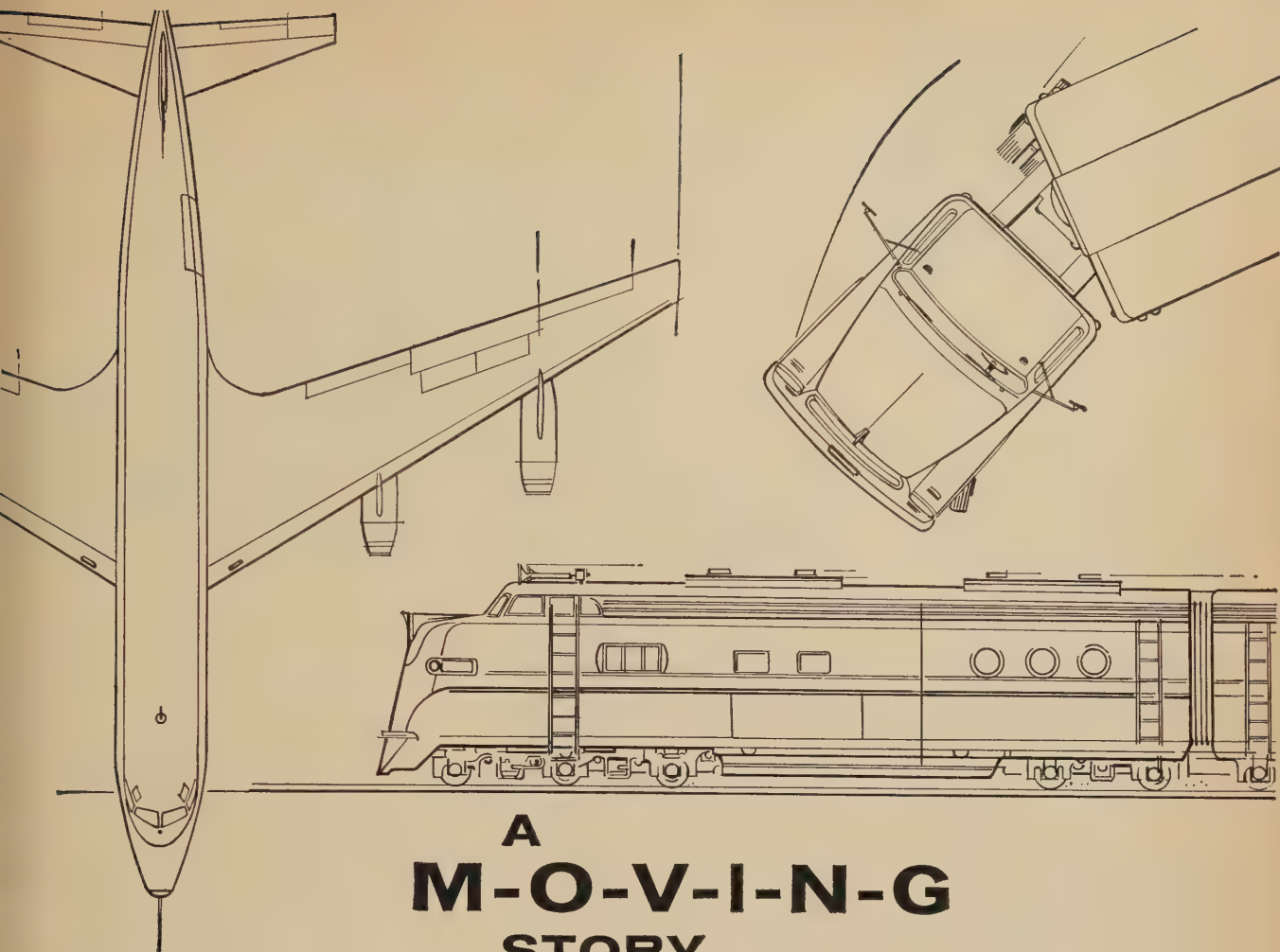
BROWN: No, I think it is a serious mistake for a young man to take that approach. In the first place, he will be immediately stamped as a fellow who doesn't want to get his shoes muddy, and this will not make a big hit with the people around him. In the second place, he will be given no real responsibility in his position as assistant to a major executive. He will simply hold the status of a flunky. The only thing he will really learn about management is when the third vice president goes to lunch.

Now, to be assistant to a major executive after you know something about business, that is an entirely different thing. Then you have executive responsibilities. But to think that this is the way to get into the business world is a serious mistake.

Q. Are you saying it is better for the young fellow to start right at the bottom and work up through the line?

BROWN: I don't say necessarily at the bottom, but I do say it is better to go down and get a job where you can learn something specific about the business—particularly where you can learn about people, what they are thinking, how they are reacting and what motivates them.

(Continued on page 8)



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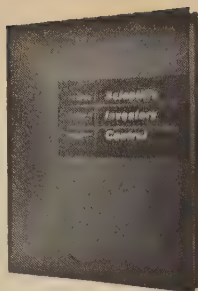
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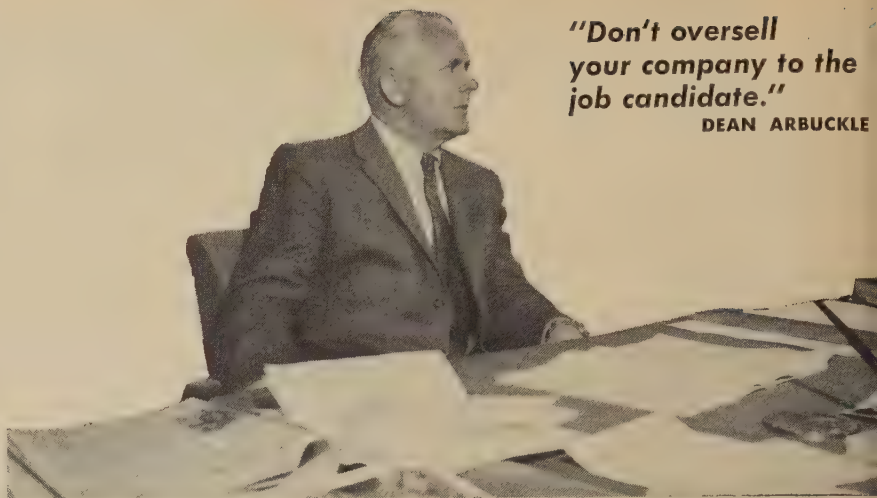
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(Continued from page 84)



**"Don't oversell
your company to the
job candidate."**

DEAN ARBUCKLE

Dean Ernest C. Arbuckle
Stanford University

Q. Dean Arbuckle, if you were a company recruiter, how would you go about selecting good graduates?

ARBUCKLE: For one thing, I'd select my candidates on the basis of talks with their professors, not just interviews with the men themselves. Secondly, I would not do too much of a selling job on the students. I'd make sure that before I interviewed a man, he'd have ample opportunity to read material about my company. If he didn't take this opportunity to find out about the company before the interview, then there would be serious questions in my mind as to the extent of his interest in working for the company in the first place.

Q. Do you think campus recruiting is the best way to get good management manpower, or are there better ways?

ARBUCKLE: Generally speaking, I think companies that send recruiters to the campus get better men than those companies which wait for job candidates to come in off the street. However, I will point out that there are some graduates who prefer to do their own job hunting. Sometimes these are the really outstanding students. They are independent and they are self-reliant—very important qualities.

On the whole, however, I'll say that in today's competitive market the best men are obtained by those companies that do the most effective interviewing and have something to sell.

Q. Do you think small companies stand as good a chance as big com-

panies to recruit top caliber business school graduates?

ARBUCKLE: Yes, I do. During the last two years of our curriculum, for example, we place emphasis on small business problems. This has been done largely at the request of the students themselves. Our experiences show that a significant proportion of our students are preparing themselves for management careers in small companies. I think it's true that some of our most aggressive and imaginative students are among those whose management training is oriented to the small company.

Dean Stanley F. Teele
Harvard University

Q. Dean Teele, if you were a businessman, how would you tackle the job of selecting good executive manpower for your company?

TEELE: Selection methods are not very scientific. You can appraise a man's intellectual capacity, but his degree of motivation with respect to a particular kind of work situation on this we have really very little to go on yet. Therefore I would probably use the methods other people use, trying to examine as carefully as possible a man's previous record. It is still true that the best prediction of what a man will do on a new job is what he did on the last one. Next, I would look at his record as a student. Based on these records, I'd make what would amount to a rough and ready judgment of the man. If I were a good interviewer, I would put considerable emphasis on the interview. If I were



"Good selection is often offset by what happens to the man later."

DEAN TEELE

ot really experienced as an interviewer, I'd put very little weight here.

Q. What approach would you use to sell good men on the job desirability of your company?

TEELE: I would assure the new man that his job interests would not be overlooked after he joined the organization. I think the biggest feature of handling young men after they are employed is to provide intellectual growth. Too often the initial job doesn't provide very much intellectual challenge. If you are in the retail field, it is extremely useful to begin in the receiving room. You can learn a lot there for a little while. But if a man is kept in the receiving room too long, the learning process reverses.

Q. Then recruiting isn't just a question of getting good men into the company.

TEELE: What happens after a man is in your company is of a great deal more importance than what happens during the selection process. Selection is an inexact kind of operation. But you can overcome poor selection by how you handle a man after he is employed. Unfortunately, it often works the other way—good selection is offset by what happens to the man later.

Q. Based on what you observe of company recruiting at Harvard, in what way would you like to see the picture improved?

TEELE: It seems to me that recruiting practices have reached a reasonably satisfactory level. Our biggest problem is to put in touch with small and medium sized companies those of our students who are interested in these

companies. It is really only the large companies that have elaborate, organized recruiting programs.

This year our students themselves took the initiative in a very interesting way. They sent their own representatives to different parts of the country to call on small enterprises with the resumé of their associates.

Q. But apparently you do welcome small company recruiters on your campus.

TEELE: Indeed we do. We have spent years trying to make it attractive for small companies to recruit here. We want them because we have people specifically trained for management in small companies, and whose goal is to work in small companies.

Q. Some small companies say that, instead of doing campus recruiting, it's better to pirate good men from bigger companies. They say it's less costly and that they can get young men with a few years of experience who have become dissatisfied with their big company jobs. Do you consider this a sound approach?

TEELE: If small companies can get good men in that way, then it is a sound approach for them. The danger is, it seems to me, that they may get the men who are second best, rather than the best. The approach implies a degree of dissatisfaction in big companies that I have not observed. If the top caliber men in large companies know that they have an opportunity for continued advancement, it will probably be difficult to get them interested in making a change.

I would not recommend that any company rely solely on dissatisfied em-



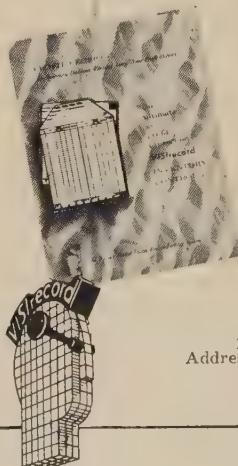
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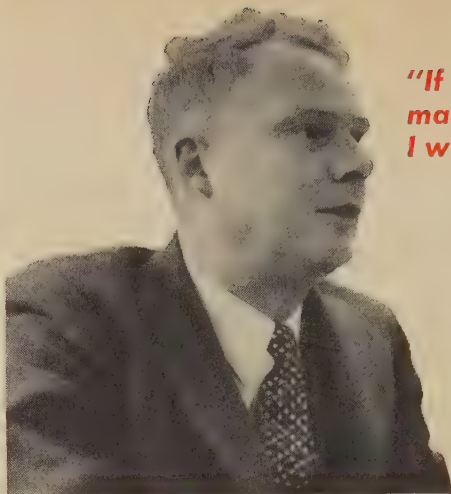
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"If I were a recruiter, I'd make sure I understood the job I was trying to fill."

DEAN WALLIS

employees of bigger companies as a source of management manpower. I say look for good men everywhere.

Dean W. Allen Wallis
University of Chicago

Q. Dean Wallis, if you were a company recruiter, how would you go about drawing the best people to your company?

WALLIS: I would try to trim the incentives to the specific kind of personality

I was after. Some people are most interested in their immediate rate of earnings. Others are interested in the long range prospects and will take a low rate in the beginning if there is the probability of making a lot more later. Some men want to go through a predictable career, others are willing to take their chances.

If I were a recruiter, I'd first make sure I understood the characteristic of the jobs I was trying to fill, then I'd concentrate on finding individuals whose specific job interests matched these specific characteristics.

QUESTION NUMBER 4

In what specific ways can business organizations make profitable use of university resources?

Dean Ernest C. Arbuckle
Stanford University

Q. Dean Arbuckle, is there any particular advantage for a company to select a plant or office site near a university?

ARBUCKLE: Yes, there are definite advantages, and I think many companies select their sites with the nearness of a university clearly in mind.

Q. What are some of the specific advantages?

ARBUCKLE: Many of them are obvious. You have a source of manpower and training programs, you can make use

of the consulting services of individual professors, you can make use of the university's library and research facilities, and so on.

One major factor for some companies is that by locating near a good university they are able to attract to their payrolls a type of topnotch people that they might not otherwise be able to get. I'm thinking in terms of a man who might want to combine a business career with a teaching career. This includes not just management people, but technical people as well.

I might point out that this works to the benefit of the university, as well. Sometimes the only way we are able to recruit an outstanding man

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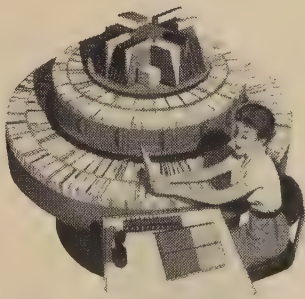
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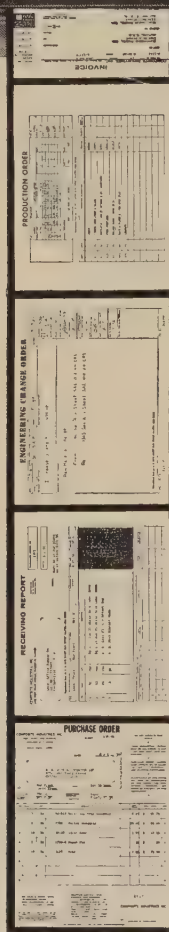
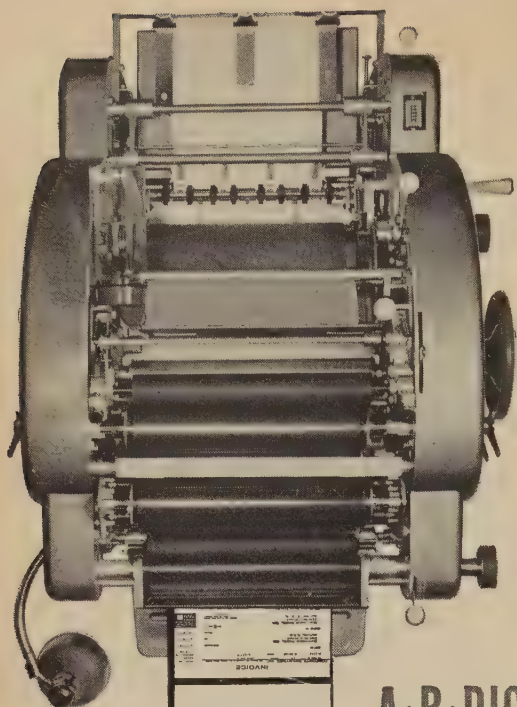
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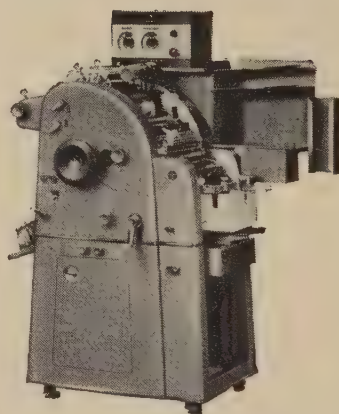
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(Continued from page 88)

for our faculty is to advise him of the working relationship he will be able to have with the companies that are located near our campus.

Q. Are there any other ways that a company can profit by establishing a relationship with a university?

ARBUCKLE: Yes, I think one way is to work with the business professors in the development of case material. For example, if I were a business man, I think I would be very much interested in helping to have a case written for classroom work based on my company's operations and problems. In the first place, I believe it would be helpful to my own management thinking to be forced to review with the professor or the case writer, all of the pertinent facts about my company. Secondly, I think it would be extremely valuable to see these facts written up in an objective way.

Q. Do you think small companies can benefit from the services of universities equally as well as large companies?

ARBUCKLE: I think the small company is usually more in need of outside services than is Standard Oil, for example, which can afford to have its own special services internally. Let me give you an example. The owner of a maple furniture store up the highway from our campus wrote to us some time ago to ask if there was anyone here who could give him some management counsel. His operation was somewhat snarled and he was losing money. We gave the letter to one of our marketing classes as a case problem. The class went down to the store, got all of the information about the business from the owner, and then



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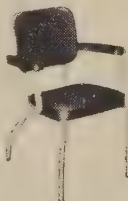
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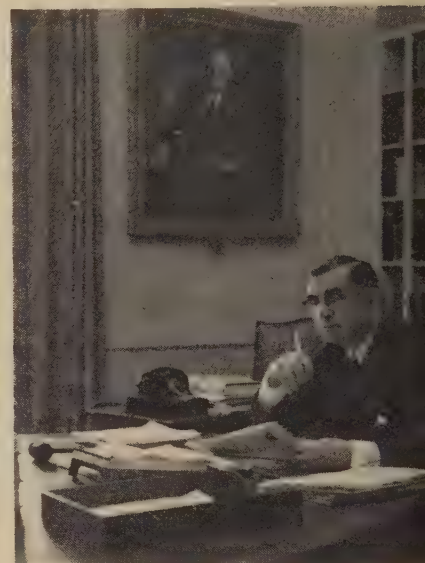
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the professor had all of the class members write up their recommendations as to what management actions should be taken. All of these solutions were then sent to the store owner. I received a letter from him recently saying that he has already applied many of the good ideas he received, and that his business and his profit picture are showing definite improvement.

Dean Stanley F. Teele
Harvard University



"Faculty members are ideally equipped to help plan company training programs."

Q. Dean Teele, what services do universities offer that are of direct value to business concerns?

TEELE: There is notable difference among universities in this respect.

At Harvard Business School, for example, we do substantial research which results in publications that are in differing degrees, of direct usefulness to business generally.

We encourage our faculty members to make themselves available as consultants to business.

One important service that should not be overlooked is help in planning internal company training programs. The last five years have seen a skyrocketing of educational programs within companies. Faculty members in universities have done much of the planning for these programs. I believe that faculty people are ideally equipped to work with companies in planning internal educational and training programs.

(Continued on page 9)

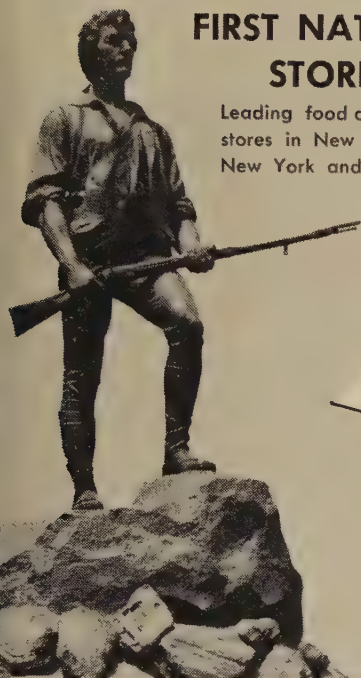
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10	<i>Tomato Juice</i>	24	2002				1	480	17	7
5	<i>Tea</i>	12	4002				32	120	25	7
5	<i>Hard Beans</i>	48	702				20	240	29	5
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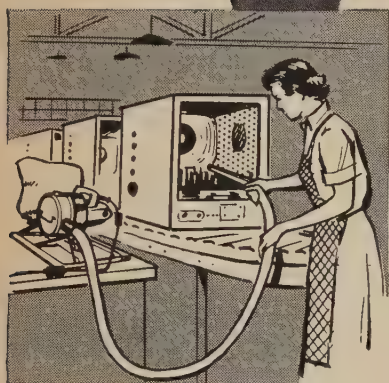
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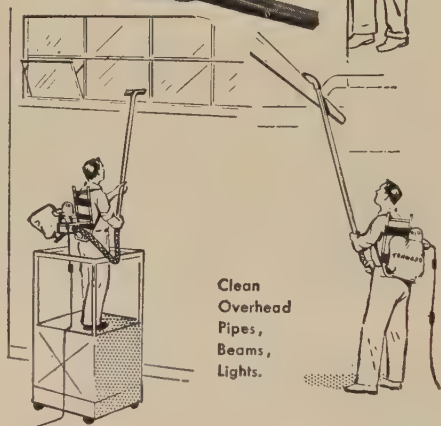
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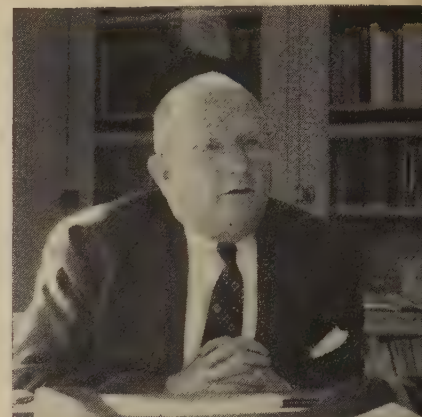
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"Operating executives can profit from university research reports."
DEAN BROWN



(Continued from page 92)

Dean Courtney C. Brown
Columbia University

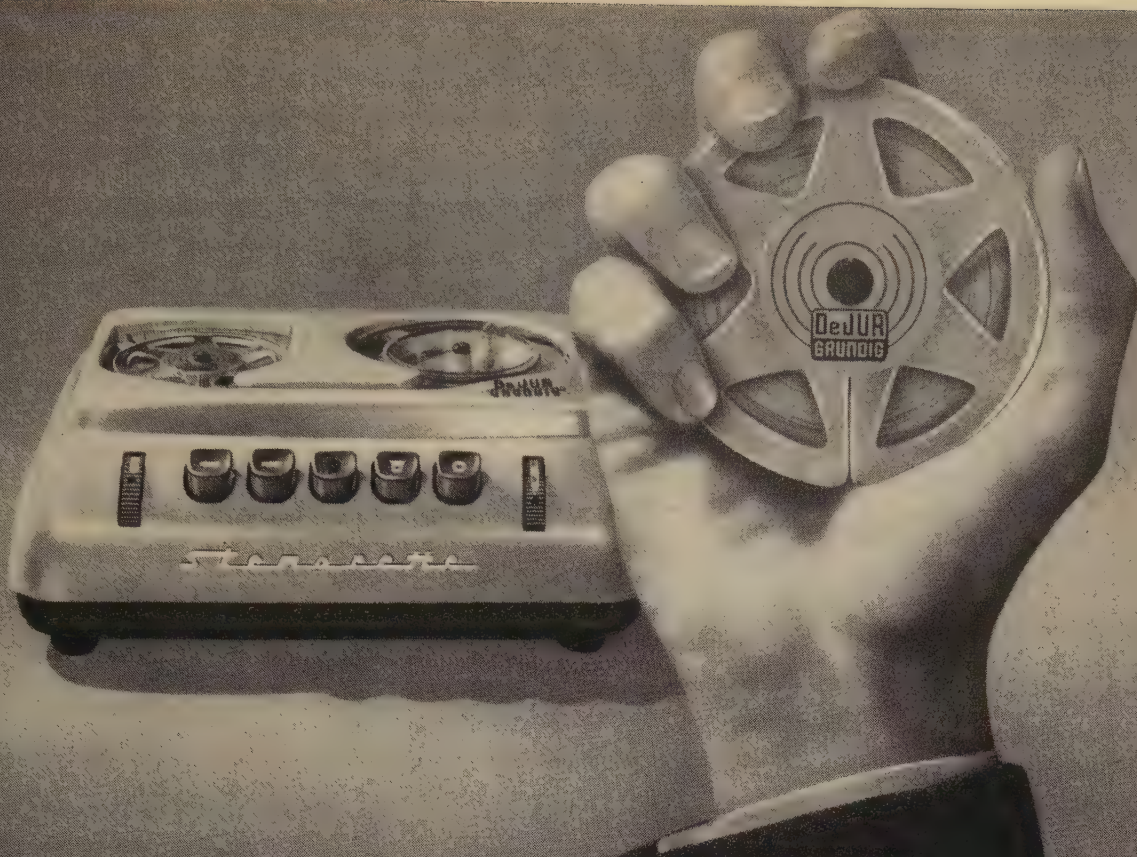
Q. Dean Brown, most business schools do research in various areas of management, but isn't it true that the published reports of this research are highly academic in nature and therefore of little practical value to operating executives?

BROWN: No, I think that is not true. The faculties of business schools are the least exposed to the dangers of becoming wrapped up in overly theoretical thinking and complex, so-called scholarly jargon. They escape this danger because members of business school faculties are almost always in close touch with business itself through their consulting work, for example.

As an illustration of the practical value of business school research publications, I was just looking at a letter from the president of a corporation who had read one of our latest research publications. He was ordering a large number of additional copies for distribution throughout his company.

I believe that if operating executives would arrange to receive reports of business research conducted at universities, they would undoubtedly find themselves supplied with a good deal of information they could apply profitably in their companies.

This kind of information is constantly being turned out by business schools. I think it is an excellent source of profitable ideas and information.



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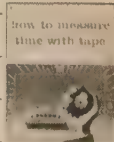
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What Goes On In the Davidson Room of the "OFFICE OF THE YEAR?"

This is Miss Virginia Arrington, of Joseph E. Seagram & Sons, Inc., New York. As Manager of the Stenographic and Duplicating Department, it's part of Miss Arrington's job to supervise a mighty important room at Seagram's. It's called the Davidson Room — and inside are two Davidson DUAL-LITHS (Models 221 and 241). Not only are we delighted to be so memorialized . . . we're doubly pleased that Miss Arrington says: "We'd be lost without those DUAL-LITHS!" Seagram uses its DUAL-LITHS to print a wide variety of forms, sales bulletins and promotion material for its offices all over America. They are used for simultaneous two-sided printing (a Davidson exclusive which saves 50% on press time); color work — and perforating or scoring without a separate operation. And Miss Arrington adds these words



of praise: "DUAL-LITH's positive chain feed means excellent register for color work. What's more, we can run any paper — from tissue to card stock. And when it comes to maintenance, we've found that every part is 'easy-to-get-at.' Another thing we like: Davidson's DUAL-LITH is extremely durable. We run these machines virtually without a breather. And the savings we realize every day in work load, materials, and — most important of all — time, are truly impressive!"

WE'RE HAPPY that DUAL-LITH is so highly thought of in this "OFFICE OF THE YEAR." If *you'd* like to know more about the finest small offset equipment in the world, drop us a line today for free booklets and the name of your Davidson Distributor.

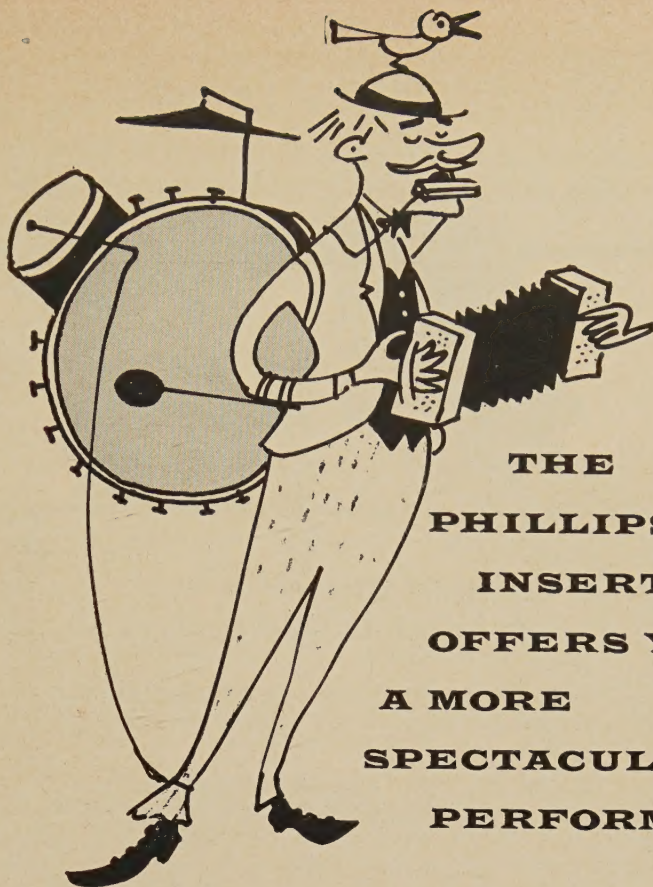


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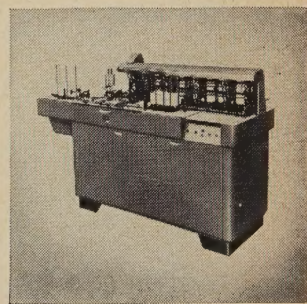
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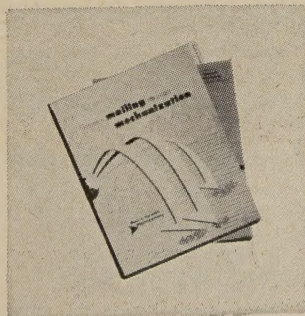


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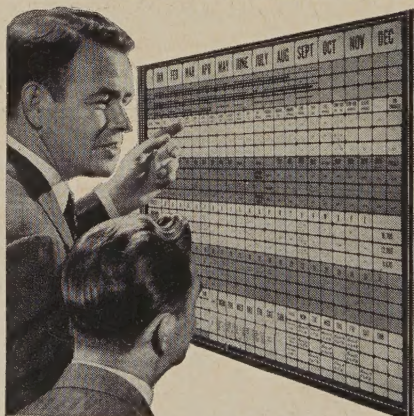
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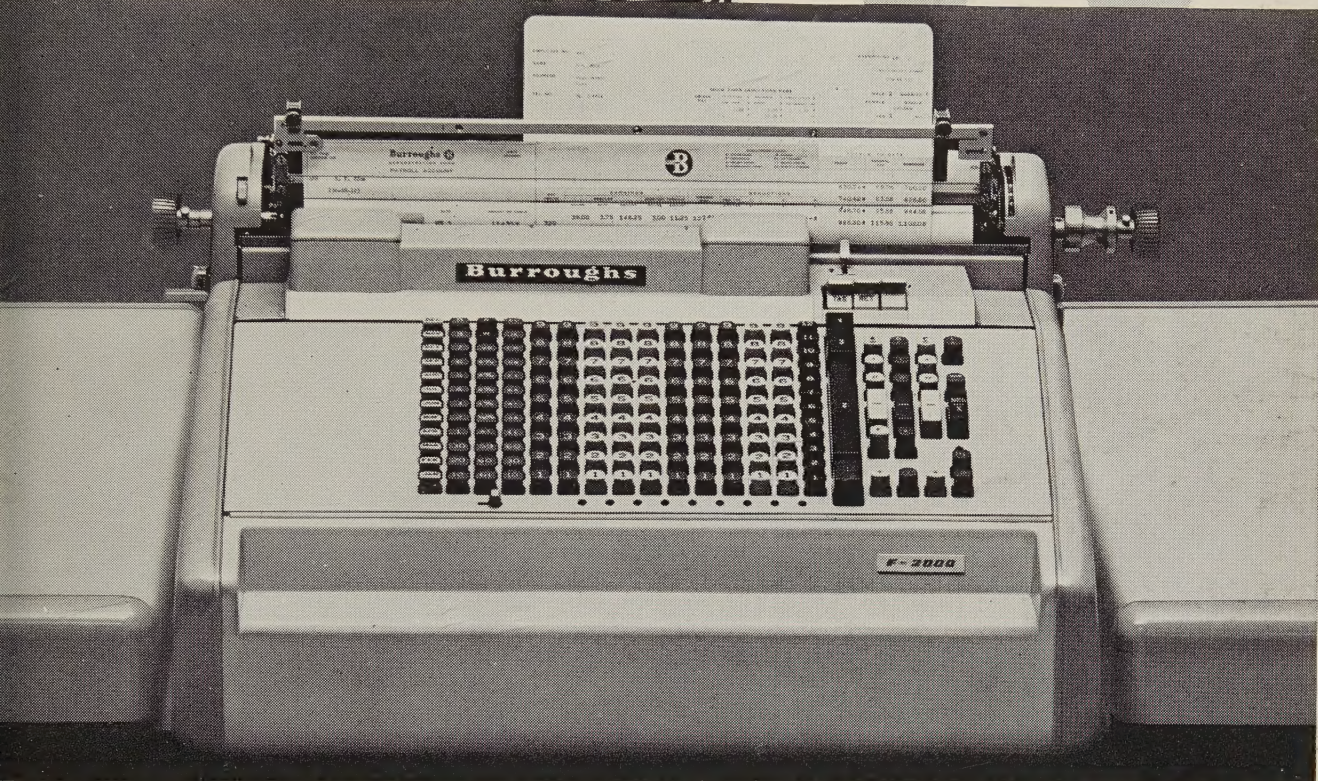
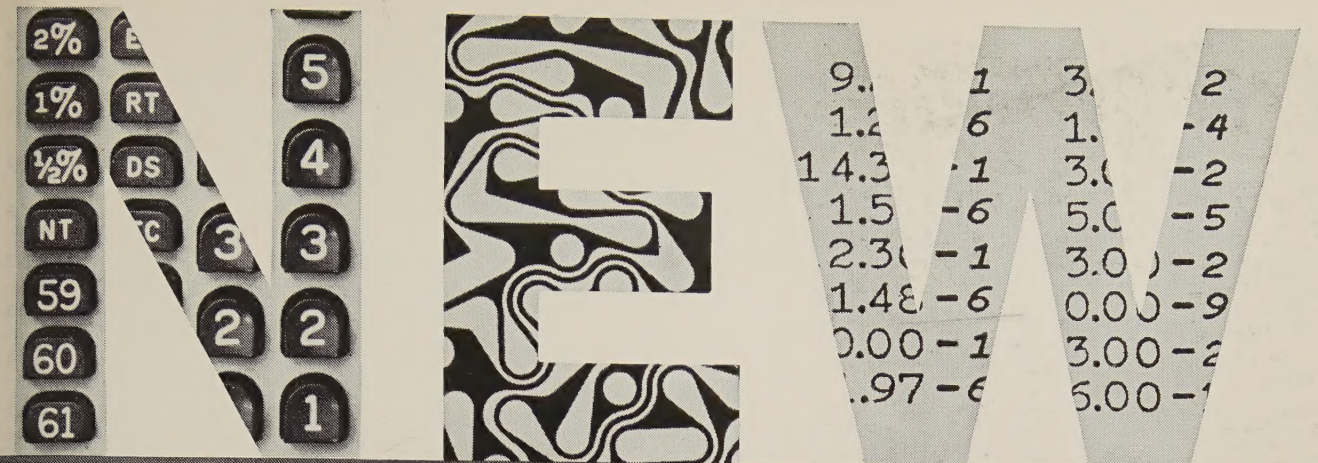
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